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Guthrie, Lynn

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From: Leventhal's Office, Councilmember
Sent: Tuesday, May 30, 2006 2:35 PM
To: Montgomery County Council
Cc: Ferber, Justina
Subject: FW: Planning Board Chairmanship



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30planning ch...

Patty Vitale
Policy Analyst to
Councilmember Leventhal
240-777-7972

-----Original Message-----

From: Art Brodsky [mailto:artbrodsky@yahoo.com]
Sent: Tuesday, May 30, 2006 12:44 PM
To: Leventhal's Office, Councilmember
Cc: Andrews' Office, Councilmember; Denis' Office, Councilmember; Floreen's Office, Councilmember; Knapp's Office, Councilmember; Perez's Office, Councilmember; Praisner's Office, Councilmember; Silverman's Office, Councilmember; Subin's Office, Councilmember
Subject: Planning Board Chairmanship

Dear President Leventhal and Council members,

Attached please find a letter expressing my interest in being considered for the chairmanship of the Planning Board.

rgds,

Art Brodsky

RECEIVED
MONTGOMERY COUNTY
COUNCIL
2006 MAY 30 PM 2:56

(1)

4912 Continental Dr.
Olney, MD
May 30, 2006

The Hon. George Leventhal
President, Montgomery County Council
Rockville, MD
via e-mail

Dear President Leventhal and Council members,

Under normal circumstances, the appointment of a new chairman for the Planning Board is an exercise in continuity. A person is chosen from the ranks of the business or political community to manage what needs to be managed and process what needs to be processed.

We are not, however, in normal circumstances, and the selection of a new chairman should not be an exercise in continuity. It is with that thought in mind that I ask to be considered for the position of chairman of the Planning Board.

My name is Art Brodsky. I am the former president, and current executive vice president, of the Greater Olney Civic Association (GOCA), an umbrella organization of civic and homeowner associations in the Olney Planning Area. Over several years of civic work, I have had the chance to gain significant insights into the planning process through my GOCA activities. It is with this background that I have come to believe that a new approach to not only choosing the Planning Board chairman, but to planning itself, is needed.

We have reached a point at which we need to ask whether some of our philosophies, processes and institutions may have reached the end of their useful lives and so we need to look to new directions.

One good place to start is with the zoning code. We have reached a point at which the federal tax code is a model of clarity compared with our zoning code, a view validated by outside consultants.

We should take a fresh look not only at how the code is organized and changed, but whether we are ready for some fundamental changes. We should ask whether we could do better in the 21st century than to rely on a basic structure and philosophy of zoning that started in Euclid, Ohio, 80 years ago. Would other methods work better to provide innovation and flexible? Then again, the effectiveness of any system is built on the idea that the designations actually mean something and are not simply placeholders until an exception comes along.

The most basic building block of our system is the Master Plan. From the name, one would think that it has the force of a cohesive idea for a particular region. In reality, it

would be more properly described as a Master Suggestion, or even a Master Idea Subject to Change With Little More Than A Whim.

Let us take a couple of examples from our little corner of the world here in Olney and environs. The first page of the 1998 Master Plan for Sandy Spring and Ashton says: "This plan strengthens the 1980 plan to maintain and preserve the aesthetic qualities and rural character of Sandy Spring/Ashton." Now, if the County truly meant those words, who in their right mind would even think about proposing a shopping mall of 97,000 square feet at the intersection of New Hampshire Ave. and Route 108? But developers are proposing it, and I'm not sure anyone would take a bet that the project in some form won't go through. This fight would not be taking place if everyone involved thought of the Master Plan as a document that meant what it said. They don't.

These Master Plans take a lot of time and energy on the part of many people before they come to fruition. I attended the first meeting of the Olney Master Plan Advisory Group in the spring of 2002. Three years later, we had a plan. It was quite the learning experience. When we started, no one had conceived of the 32-acre site on Bowie Mill Road as a place for development, much less \$1 million houses and affordable and/or workforce housing. When we started, we thought the County was serious about preserving the green entryway to Olney from Norbeck Road north. And we thought there had been agreement on the size of development in the Town Center.

As it turned out, we were in for some surprises. The Advisory Group was an exercise in feel-good government, but I believe that ultimately nothing we had to say made that much of a difference. Others may have the same belief. What's left of the rural entryway to Olney could have been dealt with easily. A large strip shopping center is not in the character of the Master Plan. The Planning Board recommended that the area formerly occupied by the Silo Inn be designated for residential development. The Council could have taken any number of actions to preserve our entryway, but did not.

Let us examine how the Master Plan was approved. At some point in the process while the plan was in the Council offices, the commercial density of the Town Center was increased. Up to 900 more residential units than originally designated were made allowable, to a total of 1,300. All of this was done with a little editing that no one on the Council seemed to notice. No one has claimed responsibility, so we are left with the Immaculate Construction.

As we consider the role of the Council in the zoning process, perhaps we should consider some new procedures to limit the Council's role in expanding development from that approved by the Planning Board, or at a minimum requiring disclosure when such expansion occurs.

The Council's role, of course, is not limited to approving Master Plans. There is the vehicle of the Zoning Text Amendment (ZTA). Originally they were used sparingly. More recently, however, the use of ZTAs has evolved into a frequent method of granting developers the ability to squeeze in details of projects that otherwise would not be

allowed. The use of ZTAs has grown considerably over the years. In 2001, for example, only 11 were enacted all year. In 2002, there were 21; in 2003, 28; in 2004, 24; in 2005, 22. We're up to about a dozen so far this year.

As Jim Humphrey of the Montgomery County Civic Federation has written, ZTAs have turned into "designer legislation." If our zoning code, as detailed as it is, must be changed through ZTAs more than two dozen times, we should be asking whether the code is sufficient. We should also ask whether the relatively obscure ZTA process is the best way to ensure flexibility while ensuring public participation.

As part of our re-examination, we should look as well to the rather Byzantine process by which a development is approved. Between pre-preliminary plans, preliminary plans, site plans, subdivision plans, development review sessions, forestry plans, and historic reviews, there are many steps at which mischief can occur as a project moves through the planning process largely out of public view. Surely this process can be streamlined and made more accessible to the public.

The penultimate question is to what end would these new authorities and processes be applied? It has been my experience that the purpose of the Planning Board (and the Council) has been to work with a developer to find a way for a project to become reality. That may have been acceptable in an era in which there was considerable land for development.

But we are now in an era in which the amount of open space for building is rapidly decreasing, and as a result we must become more skeptical of projects and more demanding of developers. Instead of the guiding philosophy starting with the acceptance of a project and trying to work out a way to make it happen, we should start from the other end of the spectrum. We must start by asking: "Why the project is necessary?" We should ask more rigorously what the effects of a new project would be on existing infrastructure and surrounding communities. We should try to plan for growth in the county as a whole.

Finally, we should devote the same analysis to institutions as we do to the planning. The Maryland National Capital Park and Planning Commission was created almost 80 years ago. Montgomery County and Prince George's County don't share parks or planning resources as they share common water resources. The bi-county idea may have been a good idea then, but we should ask what its usefulness is today.

Montgomery County has its own Departments of Park and Planning under a common Planning Board. Other than for the alliterative value, we should ask whether this arrangement make sense. We should ask whether a separate Parks Department would be more effective on its own or perhaps combined with the existing Recreation Department. Making the Planning Department a separate agency could allow for a more concentrated effort on the planning challenges that are facing us.

As Planning Board chairman, I would look forward to working with the Council to bring planning philosophies and processes in line with new circumstances. It would be a considerable challenge to work with you to revise our institutions and to explore new ways of doing business so that our county will be continue the standard of living to which we have become accustomed.

Thank you for your attention.

rgds,

/s Art Brodsky

cc: Members of the County Council

From: Leventhal's Office, Councilmember
Sent: Wednesday, May 31, 2006 2:57 PM
To: Montgomery County Council
Cc: Ferber, Justina; Brockington, Crystal
Subject: FW: MNCPPC back up application



DBMNCPPCPOPITr.pLeadershipMont200 LEADERSHIP LM2006class.pdf DevinMNCPPC.doc
df (238 KB) 6 application... TGMERY OPENAN! (489 KB) (22 KB)

Patty Vitale
Policy Analyst to
Councilmember Leventhal
240-777-7972

-----Original Message-----

From: Devin Battley [mailto:dbattley@battley.com]
Sent: Wednesday, May 31, 2006 2:53 PM
To: george@georgeleventhal.com; Leventhal's Office, Councilmember
Subject: MNCPPC back up application

I sent the hard copies fedex yesterday.

Devin L Battley

May 30, 2006

19416 Muncaster RD
Derwood, MD 20855

The Honorable George Leventhal
Montgomery County Council 100 Maryland AVE
Rockville, MD 20850

Dear Council President Leventhal and Councilmembers,

Please accept this letter as my application for the position of Chairman for the Montgomery County Maryland National Capital Park and Planning Commission (MNCPPC). I am applying because this position needs me or someone like me. I am motivated because of my participation in the Leadership Montgomery (LM) Class of 2006. I was initially encouraged to apply for a Commissioners position by our Executive Director MNCPPC, Trudye Johnson, during the LM bus tour of the County last October. She was apparently impressed by my knowledge of the County and my understanding of the vision of the future of the county as described in the Master Plans. Since this past March when it was published that you were looking for additional applicants I have received overwhelming encouragement from family, friends, neighbors, business associates, colleagues, and LM Classmates to apply. I am also motivated to apply because of my spirit of community service.

I am not going to spell out my agenda for the MNCPPC in this letter. My agenda will be better provided and expressed during the interview process. I am also asking that you interview me first since my plans and ideas will help you during the selection process.

I believe my qualifications for this position are immense. I am a strong leader and first class manager, and I am a first class motivator, facilitator, and I am great at getting along with people in any environment. I have taken my position of Director of Happiness at Rockville Harley-Davidson seriously, and what our MNCPPC needs is some happiness. Even though I do not possess the certificates of higher education, my life report card shows that I have achieved the highest levels of success in life. One measure is that I began my economic life in the 1st percentile of net worth; I am now and have been for years in the 99th percentile. You will find my scientific, economic, environmental, legal, medical, historic, geographic, accounting, etc. knowledge incredible. I am confident that I would do an outstanding job as Chairman.

Attached please find my LM Class of 2006 application, that I found as an excellent template for a resume. A copy of a letter of recommendation from Miller Poppleton that you

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2006 MAY 31 PM 3:31

should have received under separate cover, and the LM Class of 2006 participant list to provide you with 45 leadership references.

Yours truly,

Devin L Battley

Miller J. Poppleton, Esquire
Principal Council
Howard County Office
Direct Dial: (301) 575-0341
E-mail: mpoppleton@offitkurman.com
Fax: (301) 575-0335

April 12, 2006

Mr. George Leventhal, President
Montgomery County Council
100 Maryland Avenue
Rockville, Maryland 20850

RE: Devin Battley/Maryland National Park & Planning Commission

Dear Mr. Leventhal:

This letter is written to discuss the candidacy of Devin Battley for the position of Chairman of the Park & Planning Commission. At first blush, it would appear inane to suggest that an individual without a college degree, without any prior government experience, and without a degree in City Planning, Land Use, or Government should be seriously considered to head the Park & Planning Commission; however, Devin Battley brings to the table a unique set of skills that might be the perfect answer to the County's dilemma. I have been Devin Battley's lawyer for twenty-two years and believe that he is uniquely qualified for the position for a variety of important reasons.

First and foremost, Devin Battley has an innate sense of right and wrong and is completely and utterly honest. Devin Battley simply will not engage in any form of deceit or sharp business practice. It goes without saying that Devin could be placed in this position without any fear or threat of self-dealing or political intrigue. Without wishing to seem maudlin, Devin also possesses a "good heart." He is sensitive to the needs of many, but is capable of making a prompt decision after careful consideration of the ramifications of that decision upon the people that will be affected.

Devin possesses the best "institutional memory" of any individual with whom I have ever been associated; in short, Devin remembers almost everything that he has ever learned. As a result, he possesses a physical knowledge of Montgomery County that is extraordinary.

Mr. George Leventhal, President
Montgomery County Council
April 11, 2006
Page 2

Devin has also acquired a practical, working knowledge of many areas of Maryland Law. In particular, Devin's knowledge of contract law, zoning, and land use is extensive.

Through Devin's years of ownership of Rockville Harley-Davidson, he has learned managerial skills that are perfect for the chairman position. Devin hires and develops gifted individuals and then allows them to perform their jobs. Devin does an extremely good job of "keeping his finger on the pulse" and making sure that those trained individuals are making the correct day-to-day decisions and that each department within the dealership is being managed correctly. Thus, Devin Battley's business skills can be expected to apply to a larger organization such as Park & Planning.

On a number of occasions, I have witnessed Devin's ability to step into an adversarial organization and win that organization's approval with his ability to persuade and then obtain unified results. I recall one instance where Devin sought election as President of the Lindbergh Park Owners Association. His presidency was highly contested, and he won by the narrowest of margins. However, within months, Devin was able to take a disparate and disorganized group and accomplish several initiatives that had been languishing for years. By the end of the first year, Devin had the unanimous approval of all of the owners and has continued as its president ever since.

I believe that Devin Battley's practical experience and innate ability make him uniquely qualified to head the Park & Planning Commission. You and the Council are encouraged to examine Devin's skill set. If the Council has the courage to ignore Devin's educational shortcomings, you will find an individual who fits the County's needs and may be able to bring to the table the right touch between the extremely adverse interests that dictate Montgomery County's land use policy.

Very truly yours,



Miller J. Poppleton

MJP/clm

cc: Devin Battley

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The Leadership Montgomery **Core Program** makes a significant contribution to Montgomery County's well-being by providing intensive hands-on study and in-depth discussion of issues and challenges facing the County, including growth and the environment, multiculturalism, human services, transportation, education, public safety, and the arts. Participants of the program - current and emerging leaders - will be better equipped to affect positive change because they gain a greater understanding of the unique forces that make up the community.

The Leadership Montgomery **Core Program** is a rigorous, challenging and life-enriching nine-month course which:

- Taps the wealth of experience of established leaders from all sectors of the community,
- Explores social and economic issues, as well as community resources, opportunities and challenges,
- Allows participants to explore their own values, philosophies, prejudices and beliefs;
- Builds trust, rapport and networks between people with different world views.

The approximately 45 participants of the **Core Program** represent our culturally, ethnically, socially, economically and geographically diverse community. The Selection Committee tries to identify those individuals who will use their leadership for the long-term benefit of the community. Selection is based upon the information provided in the application.

SELECTION CRITERIA

- A sincere concern about the future of Montgomery County and commitment to help shape that future,
- A demonstrated commitment to leadership through past and present community activities,
- A demonstrated capacity for leadership through significant achievement relevant to age and experience,
- A willingness to commit the time and energy necessary to complete the program (see Attendance Policy),
- The full support of the organization or business that the applicant represents.

After the initial program year, class participants join the almost 650 graduates of Leadership Montgomery and are expected to maintain a lifelong membership in the organization. Graduates and their employers benefit from the network as they continue their leadership in the community.

PROGRAM ATTENDANCE REQUIREMENTS

Candidates accepted into the program are expected to fully participate in all eight sessions from 8 a.m. to 6 p.m. and the two overnight retreats.

- No more than **20 hours** of excused absences are permitted in the event of a real emergency or serious illness. Late arrivals and/or early departures from program days are considered absences.
- Any participant who misses more than **20 hours** for whatever reason will be asked to withdraw from the program and no portion of the tuition shall be refunded.
- Participants **must** commit for the **one and a half-day overnight Orientation and Closing Retreats**. If you are unable to make the necessary time commitment, it is not in your best interest to apply at this time.

2005-06 SESSION DATES

Orientation Retreat: September 8-9, 2005

Closing Retreat: May 18-19, 2006

Session Dates: October 5, November 2, December 7, 2005; January 11, February 1, March 1, April 5, May 3, 2006

TUITION

Tuition for each participant is \$3,450 and covers all program costs, including room and meals at the Orientation and Closing Retreats. Participants must pay \$350 of the tuition to demonstrate their commitment to the program. They may secure the sponsorship of a business/organization to pay the remainder.

No applicant accepted into the program will be turned away for financial reasons. Payment plans may be arranged, and tuition assistance is available based on need. To apply for financial aid, please contact Leadership Montgomery and ask for a Tuition Assistance Application. Your request is considered separately from your application and has no bearing on the Selection Committee's evaluation of your application. All information will remain confidential. The Tuition Assistance Application must be submitted with the application.

APPLICATION DEADLINE: THURSDAY, MAY 12, 2005, AT 5 P.M.

▲ LeadershipMontgomery

APPLICATION FOR THE CLASS OF 2006

APPLICATION DEADLINE: THURSDAY, MAY 12, 2005, AT 5 P.M.

PERSONAL INFORMATION

SALUTATION ☒ Mr. ☐ Mrs. ☐ Ms. ☐ PhD. ☐ EdD. ☐ Other _____

NAME DEVIN L BATTLE
FIRST MIDDLE INITIAL LAST

NICKNAME / PREFERRED NAME DEVIN

TITLE PRESIDENT / DIRECTOR OF HAPPINESS

ORGANIZATION BATTLE CYCLES / ROCKVILLE HARLEY-DAVIDSON INC.

EMPLOYED SINCE 1985 NO. OF EMPLOYEES IN ORG 50 NO. OF EMPLOYEES IN MC 50

FOR OFFICE USE ONLY**TELEPHONE CONTACT**

301-258-9058

HOME

240-364-2050

WORK

301-948-7510

FAX

HOME ADDRESS

19416 MUNCASTER RD

STREET ADDRESS

DERWOOD MD 20855

CITY STATE ZIP

How many years have you lived in Montgomery County? 15

BUSINESS ADDRESS

7830 AIRPARK RD

STREET ADDRESS

GAITHERSBURG MD 20879

CITY STATE ZIP

Where do you prefer to get your mail?

☒ Home ☐ Business

DBATTLE@BATTLE.COM

E-MAIL ADDRESS

DEMOGRAPHIC INFORMATION

Leadership Montgomery seeks to reflect racial, cultural and ethnic diversity among its participants. Please indicate the racial/ethnic category(ies) with which you identify.

Birth Date (m/d/y) 8/31/1950

Gender male

Race/Ethnicity white

Previous years you have applied to Leadership Montgomery, if any? _____

Have you participated in the Inside Montgomery Program?
X No ☐ Yes If yes, what year? _____

PROFESSIONAL AFFILIATION

Please check **ONE** category that best describes your professional role:

- | | | |
|---|--|--|
| <input type="checkbox"/> Accounting | <input type="checkbox"/> Foundation | <input type="checkbox"/> Real Estate/Development |
| <input type="checkbox"/> Adv. & Mktng. | <input type="checkbox"/> Finance | <input type="checkbox"/> Religious |
| <input type="checkbox"/> Arts & Hums. | <input type="checkbox"/> Health | <input checked="" type="checkbox"/> Retail |
| <input type="checkbox"/> Association | <input type="checkbox"/> Hi-tech/Biotech | <input type="checkbox"/> Seniors |
| <input type="checkbox"/> Banking | <input type="checkbox"/> Human Rsrcs. | <input type="checkbox"/> Service Industries |
| <input type="checkbox"/> Consultant | <input type="checkbox"/> Insurance | <input type="checkbox"/> Social Services |
| <input type="checkbox"/> Civic | <input type="checkbox"/> Labor | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Children/Youth | <input type="checkbox"/> Legal | <input type="checkbox"/> Utilities |
| <input type="checkbox"/> Education | <input type="checkbox"/> Media | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Environment | <input type="checkbox"/> Recreation | |

HOW DID YOU FIND OUT ABOUT LEADERSHIP MONTGOMERY?

- ☐ Media: _____
- ☐ Personal Contact(s): Katherine Gray
- ☐ Information Session
- ☐ Inside Montgomery Program
- ☐ Web Site

ELECTION DISTRICTS (HOME)

This information can be obtained by calling the MC Board of Elections at (240) 777-8500.

Congressional 4

State (Legislative) 19

Councilmanic District 2

Complete only
if you reside in
Montgomery
County.

EMPLOYMENT

Briefly describe your company/organization: Retail sales and service of BMW, Buell, Ducati, Harley-Davidson, And Yamaha Motorcycles

Briefly describe your responsibilities at work: Proprietor / Director of Happiness/ Let my Managers Manage

List four previous positions, beginning with the most recent first. Include active military duty if applicable:

| | | |
|---|--|---------------------------------|
| <u>ROCKVILLE HARLEY-DAVIDSON INC.</u> EMPLOYER | <u>PRESIDENT</u> TITLE/RESPONSIBILITY | <u>1985 TO PRESENT</u> DATES |
| <u>Independent Trucking Company</u> EMPLOYER | <u>Owner</u> TITLE/RESPONSIBILITY | <u>1972 to 1987</u> DATES |
| <u>STUDENT / AUTO MECHANIC</u> EMPLOYEE | <u></u> TITLE/RESPONSIBILITY | <u>1969 TO 1972</u> DATES |
| <u>HIGH SCHOOL/WASHINGTON POST DELIVERY</u> EMPLOYER | <u></u> TITLE/RESPONSIBILITY | <u>1964 TO 1969</u> DATES |

What do you consider your highest professional achievement to date?

WITH BOTH MY TRUCKING AND MOTORCYCLE BUSINESSES I HAVE BEEN ABLE TO STRUCTURE THEM SO THAT THEY PRACTICALLY RUN THEMSELVES. WITH THE TRUCKING COMPANY I WAS ABLE TO GROW THE COMPANY TO A SIZE THAT ALLOWED ME TO STAY HOME AND MONITOR THE OPERATION WITHOUT HAVING TO WORK FULL TIME. THIS ALLOWED ME TO START A SECOND CAREER OF PROFESSIONAL MOTORCYCLE RACING. WITH THE MOTORCYCLE DEALERSHIP, THE CONTINUITY AND DEDICATION OF KEY EMPLOYEES HAS CREATED A SITUATION WHERE I CONCENTRATE ON THE BIG PICTURE.

EDUCATION

Begin with the most recent, and include high school or equivalent, college(s), and any postgraduate studies.

| | | | |
|--|-----------|--------------|----------|
| Harley-Davidson University seminars | 1991-2005 | certificates | business |
|--|-----------|--------------|----------|

| SCHOOL NAME & LOCATION | DATES | DEGREE AWARDED | MAJOR/OTHER DETAILS |
|----------------------------|-------|-------------------------------------|---------------------|
| RYDER TRUCK DRIVING SCHOOL | 1972 | GRADUATED 1 ST OUT OF 45 | DRIVING |

| SCHOOL NAME & LOCATION | DATES | DEGREE AWARDED | MAJOR/OTHER DETAILS |
|---------------------------------|-----------|----------------|---------------------|
| St. Francis College, Loreto, PA | 1969-1971 | none | chemistry |

| SCHOOL NAME & LOCATION | DATES | DEGREE AWARDED | MAJOR/OTHER DETAILS |
|------------------------|-------|----------------|---------------------|
| | | | |

VOLUNTEER ACTIVITIES AND COMMUNITY INVOLVEMENT

Please list, in order of importance to you, up to five nonprofit, civic, professional, business, social, athletic or other organizations in which you are or have been involved. This is an important part of the selection criteria.

| | | |
|-----------------------------------|-----------|-----------------|
| LINDBERGH PARK OWNERS ASSOCIATION | PRESIDENT | 2000 TO PRESENT |
|-----------------------------------|-----------|-----------------|

| ORGANIZATION | TITLE/RESPONSIBILITY/POSITION | DATES |
|---|-------------------------------|---------|
| MUNCASTER AREA CIVIC ASSOCIATION PRESENT | MEMBER AT LARGE | 2004 TO |

| ORGANIZATION | TITLE/RESPONSIBILITY/POSITION | DATES |
|---------------------------------------|---------------------------------------|-----------------|
| MONTGOMERY COUNTY CHAMBER OF COMMERCE | TRANSPORTATION AND LAND USE COMMITTEE | 2004 TO PRESENT |

| ORGANIZATION | TITLE/RESPONSIBILITY/POSITION | DATES |
|----------------------------|-------------------------------|-----------------|
| GAITHERSBURG GERMANTOWN CC | MEMBER | 1994 TO PRESENT |

| ORGANIZATION | TITLE/RESPONSIBILITY/POSITION | DATES |
|-----------------------------------|-------------------------------|-----------------|
| AMERICAN MOTORCYCLIST ASSOCIATION | LIFE MEMBER | 1981 TO PRESENT |

| ORGANIZATION | TITLE/RESPONSIBILITY/POSITION | DATES |
|--|-------------------------------|-------|
| During the past year, how much time each month did you devote to volunteer work? <u>2 days</u> | | |

SPECIAL AWARDS/HONORS

Montgomery County Recycler of the Year 2001 / US EPA Small Business Energy Star Award 2002

Dozens of plaques, certificates, and letters from charities. / Three Cubic Yards of Motorcycle Road Racing Trophies

11

OPEN ANSWER QUESTIONS

Please answer the following six (6) questions on a separate piece of paper and attach it to your application. **Please type answers, limiting each to 200 words. Use type no smaller than 12 point.**

1. One of the goals of Leadership Montgomery is to build a network of community leaders who can enhance their problem-solving skills and other leadership abilities through shared perspectives and cooperative efforts. Describe an occasion on which you have demonstrated professional or community leadership. What were you hoping to accomplish? How did you involve others? What was the result?
2. What motivates you to serve your community? Give an example that demonstrates your commitment to the community.
3. If you have not had time or interest to become actively involved in the community, what has changed that now enables you to seek involvement? (Answer only if relevant.)
4. How might participation in Leadership Montgomery help you to better serve your community?
5. Please choose an important issue facing Montgomery County and discuss it from your point of view. How/when/why did it become a problem, what is happening because the problem exists, and what can and needs to be done to mitigate or correct the problem? What would you do?
6. Is there any additional information that you believe would assist the Selection Committee in assessing your qualifications?

RECOMMENDATION LETTERS

Two recommendation letters should be provided. If you are applying with a sponsoring organization, at least one letter should be from your CEO or senior manager in the organization. The letters must cite specific examples of your community leadership and involvement. Persons providing reference letters should address how they know the applicant and the length of their acquaintance.

TUITION

Tuition for each participant is \$3,450, and covers all program costs, including room and meals at the Orientation and Closing Retreats. Participants must pay \$350 of the cost to demonstrate their commitment to the program. They may secure the sponsorship of a business/organization to pay the remainder.

Full payment, by credit card or check, is due on or before **Friday, August 12, 2005.**

Leadership Montgomery is a tax exempt organization under Section 501(c)(3) of the Internal Revenue Code, Federal Employer Identification # 52-1627257.

Payment plans can be arranged, and tuition assistance is available based on need. To apply for financial aid, please contact Leadership Montgomery and ask for a Tuition Assistance Application. Your request is considered separately from your application, and has no bearing on the Selection Committee's evaluation of your application. All information will remain confidential. **The tuition assistance application needs to be submitted with the application.**

STATEMENT OF COMMITMENT

I understand that graduates of Leadership Montgomery are expected to maintain membership in the organization and to continue to participate as leaders both in the community and in Leadership Montgomery's committees and programs. If selected, I agree to secure payment for the entire nonrefundable tuition of \$3,450 by Friday, August 12, and meet the attendance requirements as outlined in the Application Information.

2005-06 SESSION DATES

Orientation Retreat: September 8-9, 2005

Closing Retreat: May 18-19, 2006

Session Dates: October 5, November 2, December 7, 2005; January 11, February 1, March 1, April 5, May 3, 2006

APPLICANT'S SIGNATURE

DATE

AUTHORIZING OFFICIAL

This section must be completed and signed by the firm's/sponsor's President/CEO, if other than applicant.

The candidate has my full support to participate in Leadership Montgomery. I am aware of the time commitment involved and of the financial obligation.

NAME (PLEASE PRINT)

TITLE

ORGANIZATION

All applicants will be notified of the Selection Committee's decision by July 30, 2005.

12

Before submitting your application packet, make sure you have done the following:

- ☐ Completed all three pages of the application.
- ☐ Responded to all the Open Answer Questions on a separate sheet of paper and attached your answers to the application. Please type all answers. Limit to 200 words per answer and minimum 12-point type. Handwritten applications will not be accepted.
- ☐ Obtained your sponsor's signature.
- ☐ Obtained and attached two (2) recommendation letters.
- ☐ Signed and dated the application.
- ☐ Enclosed the original plus six copies of your entire application and reference letters. Do not submit resumes or more than two reference letters. They will not be reviewed.
- ☐ Enclosed the \$50 nonrefundable application fee, \$35 for reapplicants. Make checks payable to Leadership Montgomery.
- ☐ Enclosed one copy of the Financial Assistance Application, if applicable.

COMPLETE APPLICATIONS MUST BE **RECEIVED** NO LATER THAN:

THURSDAY, MAY 12, 2005, 5 PM

Submit applications by mail or in person to Leadership Montgomery:

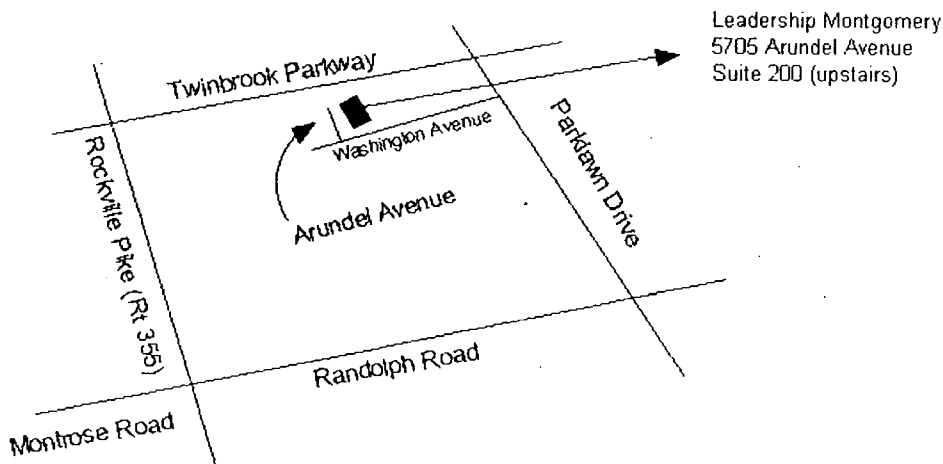
*Note: Application packets received via fax will **not** be processed.*

Directions to the Leadership Montgomery office:

5705 ARUNDEL AVENUE, SUITE 200

Rockville, MD 20852

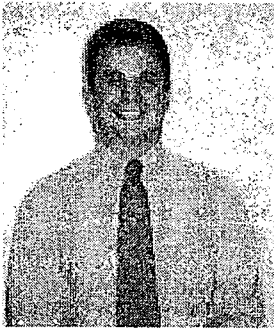
Questions? Call our office at (301) 881-3333 or e-mail esther.newman@leadermont.org



LEADERSHIP MONTGOMERY OPEN ANSWERS by DEVIN BATTLE

1. At the beginning of 2000 I was selling and purchasing land in the Montgomery Airpark Business Center (aprox. 54 acres on Lindbergh Dr) that is under the control of the Lindbergh Park Owners Association. At that time the Directors and agent for the association were throwing money (our assessment dollars) at engineers and lawyers to deal with the county concerning the storm water ponds in the development. The Directors were also using the covenants to hold up my proposed uses for my properties. To solve these problems, I took the time to get to know all the owners and gain the votes to be elected a Director at the end of 2000. At that time I was elected President by my fellow Directors. Since then we have solved the storm water pond issues, and had a more reasonable interpretation of the covenants. We have reduced our assessments by 35%, and increased our reserves by 80%.
2. I am motivated to serve our community when I see a waste of our tax dollars, and, or see unnecessary or extravagant projects. Usually these are projects that affect the immediate neighborhood, because they are the projects that you receive governmental notice of. Please see my letter to Doug Duncan concerning Muncaster Road.
3. N/A
4. One of my greatest talents is to have an answer to any question. I will be serving the community through Leadership Montgomery by providing answers. My answers will not always be the right answer, but when working with others my answers usually help motivate and facilitate others in the group to provide answers to difficult questions.
5. The most important issue facing Montgomery County is: Where does all the money go? This has always been a problem that increases the tax burden on all of us. The only way that we can improve this situation is to change the policies, procedures, models, systems, methods, administration, etc. of how the government spends the money. I have taken issue with how we go about certain road improvement projects. When we spend millions of dollars to straighten out a couple of curves in a road without increasing the capacity of the road, this is a waste of money. I am sure we can cut administrative costs in our school budget and we can still improve the education that we provide.
6. I have experienced a number of firsts in my life. Starting with my first experience in team building when my team won my High School bowling championship. Graduating first in class at truck driving school. At age 24 I was the senior driver and general manager for a small trucking company with a repair facility. Winning my first motorcycle race. I am the world's first Buell motorcycle dealer. Starting in 1986 I acted as the motivator and facilitator for the initial business relationship between Eric Buell and the Harley-Davidson Motor Company. In 1993 Harley-Davidson bought the Buell Motorcycle Company, and this division is an integral part of Harley-Davidson. These are a few of my favorite firsts.

▲ LeadershipMontgomery
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COMMUNITY INVOLVEMENT

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Welcome Committee, St. John's Episcopal Church



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Silver Spring Urban District Board



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Co-Chair, City of Gaithersburg Multicultural Affairs Committee

Educational Committee Convener, Montgomery County Executive Latin America

Advisory Committee

No Photo
Available

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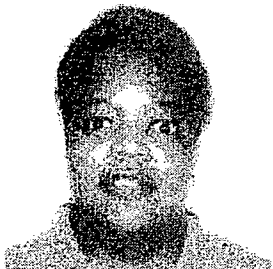
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Finance Committee, Board, Montgomery County Business Roundtable for Education
Board, American Red Cross, Potomac Life Chapter
Officer & Committee member, Maryland Healthcare Human Resources Association



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Secretary, Asian Americans for Political Action
Past Vice President, National Association of Asian Pacific American Educators, MC
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Subcommittee Chair, Co-Occurring Disorder Task Force

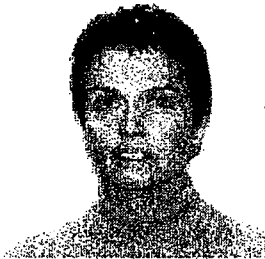


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Board of Deacons, Fourth Presbyterian Church
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Marketing Committee, Equality Maryland

Chairman, Communications Committee, Peerless Rockville



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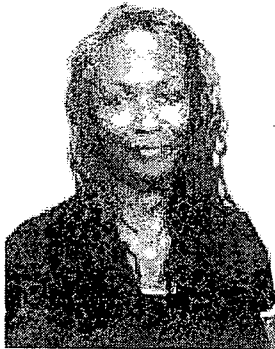
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Working Group Committee, Alliance for Community Media



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President, Renewable Natural Resources Foundation THC



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First Vice Chair, Montgomery County Republican Central Committee
Fundraising Committee, Committee to Elect the Sitting Judges



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Montgomery County Regional Council, United Way
Montgomery County Trustee Representative, United Way of the National Capital Area

Devin L Battley
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May 30, 2006

The Honorable George Leventhal
Montgomery County Council 100 Maryland AVE
Rockville, MD 20850

Dear Council President Leventhal and Councilmembers,

Please accept this letter as my application for the position of Chairman for the Montgomery County Maryland National Capital Park and Planning Commission (MNCPPC). I am applying because this position needs me or someone like me. I am motivated because of my participation in the Leadership Montgomery (LM) Class of 2006. I was initially encouraged to apply for a Commissioners position by our Executive Director MNCPPC, Trudye Johnson, during the LM bus tour of the County last October. She was apparently impressed by my knowledge of the County and my understanding of the vision of the future of the county as described in the Master Plans. Since this past March when it was published that you were looking for additional applicants I have received overwhelming encouragement from family, friends, neighbors, business associates, colleagues, and LM Classmates to apply. I am also motivated to apply because of my spirit of community service.

I am not going to spell out my agenda for the MNCPPC in this letter. My agenda will be better provided and expressed during the interview process. I am also asking that you interview me first since my plans and ideas will help you during the selection process.

I believe my qualifications for this position are immense. I am a strong leader and first class manager, and I am a first class motivator, facilitator, and I am great at getting along with people in any environment. I have taken my position of Director of Happiness at Rockville Harley-Davidson seriously, and what our MNCPPC needs is some happiness. Even though I do not possess the certificates of higher education, my life report card shows that I have achieved the highest levels of success in life. One measure is that I began my economic life in the 1st percentile of net worth; I am now and have been for years in the 99th percentile. You will find my scientific, economic, environmental, legal, medical, historic, geographic, accounting, etc. knowledge incredible. I am confident that I would do an outstanding job as Chairman.

Attached please find my LM Class of 2006 application, that I found as an excellent template for a resume. A copy of a letter of recommendation from Miller Poppleton that you should have received under separate cover, and the LM Class of 2006 participant list to provide you with 45 leadership references.

Yours truly,

Devin L Battley

31

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FLORIDA • MARYLAND • NEW JERSEY • NEW YORK • WASHINGTON, DC

May 31, 2006

Honorable George L. Leventhal
Montgomery County Council President
Stella B. Werner Council Office Building
100 Maryland Avenue
Rockville, Maryland 20850

Dear Mr. Leventhal:

I am pleased to present my application for the position of Chair of the Montgomery County Planning Board. I look forward to meeting with you and your colleagues on the County Council to discuss your goals and objectives with regard to this most critical appointment.

The Planning Board needs new leadership—capable, energetic and visionary leadership that promotes professionalism and innovation, and that can restore the community's confidence in the planning process. I am seeking this appointment because I will bring these essential qualities to my work at the Board. I have the professional experience, the leadership ability, a longstanding commitment to public service and, importantly, the strong desire to work with the Board, the Commission staff, the County Council and all the residents of Montgomery County to grow a stronger, more people-friendly community.

With a commitment to greater community participation, a deeply held belief that we must protect and nurture the natural environment as we grow, and dedication to fairness, integrity and accountability, I will be a great Chair of the Planning Board. I will bring a fresh perspective and new energy to the Board's work that will improve its reputation and public support.

It is my sincere hope that you will conclude that I possess the integrity, the vision, the experience, and the personal commitment to guide the Planning Board into its challenging and exciting future.

Government Experience and Education. As background, please know that my professional experience spans over thirty years working on energy, environment, transportation, housing and agriculture issues, in the public and private sectors. I have worked as an economist for the United States Treasury and the Executive Office of the

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COUNCIL
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President and I served as a legislative assistant in the United States House of Representatives. I have also worked as a consultant to the U.S. Department of Agriculture, the U.S. Federal Highway Administration, the U.S. Federal Aviation Administration, the U.S. Federal Transit Administration, and the U.S. Secretary of Veterans Affairs.

Currently, I am an attorney in private practice in Montgomery County and have been a member of the Montgomery County and Maryland State Bar Associations since 1995. I am a graduate of Princeton University's Woodrow Wilson School of Public and International Affairs, the Johns Hopkins School of Advanced International Studies, and the Georgetown University Law Center.

Executive and Management Experience. I have a distinguished record of government leadership and accomplishment as an executive and manager. In 1999, I was appointed to the Senior Executive Service of the United States. I served as the United States Deputy Assistant Secretary of Commerce for Basic Industries, with budget and policymaking responsibility for one of the largest group of offices in the International Trade Administration. As Deputy Assistant Secretary, I managed over 100 professional staff members in the U.S. Office of Automotive Affairs, the U.S. Office of Energy, Infrastructure and Machinery, and the U.S. Office of Metals, Material and Chemicals. Working together with management and staff, we modernized office procedures and technology, and developed an innovative set of global trade development programs. In this capacity, I gave special attention to team building among staff and administrative personnel with notable, positive results. I strongly believe in listening to staff, helping them to achieve their professional goals, and recognizing their achievements.

During my tenure at the Commerce Department, I led active and very successful programs in China, Russia, Eastern Europe, India, Mexico and Europe, and I supported a dynamic group of public-private partnerships between American companies and trade associations and the federal government. Among many significant achievements at Commerce, I developed President Bill Clinton's Clean Energy Trade Initiative, which promoted the sales of U.S. clean energy and environmental technology throughout the world. I also organized an International Mass Transit Trade Program, which drew on the resources of the U.S. Departments of Commerce and Transportation to support the export of U.S. transportation products and intelligent transportation technology to Southeast Asia. I also led the Department's participation for the President's China Housing Initiative, which worked with American businesses and key industry trade association to promote the export of U.S. energy efficient and environmentally friendly building materials and construction technology.

Board Experience and Expertise. I have extensive and unique high-level experience and expertise with public sector boards and committees that is directly relevant to this appointment. For over ten years, I served as Board Operations Officer at the World Bank Group, assisting its Chairmen, its Corporate Secretaries, Managing Directors and Executive Directors on important Board-related issues. During my tenure at the World Bank, I frequently served as acting Secretary for the Bank's Audit Committee and Budget

Committee and was selected to serve as the Secretary of the Bank Board's Inspection Panel Working Group. In these capacities, I worked hard to help build consensus among Executive Directors representing very different country constituencies, on a range of important development issues. Earlier in my career, I served as the staff economist on President Jimmy Carter's Commission on World Hunger, a blue ribbon panel appointed by the President to examine the nature and extent of domestic and international hunger and to propose policy recommendations for the United States Government.

Montgomery County Service. Currently, I am very honored to serve as a member of the Silver Spring Citizens Advisory Board, nominated by Montgomery County Executive Doug Duncan, and appointed by you and your colleagues on the Montgomery County Council. It has been my pleasure to serve as Chair of our Board's Neighborhoods Committee, a hard-working and ever-growing group of Board members and community volunteers who have effectively advocated for many important issues of concern to Montgomery County, generally, and Silver Spring, in particular. I am extraordinarily proud of the good work that we have done for the County in such areas as affordable housing, environmental protection, public safety, budget and policy, and community review of development projects. As an indication of my leadership on the Board and my service to Montgomery County, I offer the following description of our work, written by a colleague on the Board. I am pleased and humbled by the powerful endorsement of our work.

In 2005 – 2006, the Neighborhoods Committee of the Silver Spring Citizens Advisory Board has worked to increase the participation of all parts of the community in government policy and in development projects and planning. We worked toward a more active, open, accountable Board and government that represents the community by regularly inviting representatives of community associations and organizations, businesses, local government offices, and other groups to speak to the Committee and to participate in our work.

The Neighborhoods Committee advised County government on housing, development, the budget, and other issues to make possible the continuation of our diverse, vibrant community of Silver Spring and Takoma Park. Members of the Committee were empowered to take on new roles, enabling the Committee to deal with new issues such as an invigorated environmental protection effort and a new focus on public safety/security/emergency preparedness.

The Committee and the Board advocated for a civic building that would serve the needs of the community, for a new and fully accessible public library, for expanded arts and entertainment options, and for a renewed focus by the County on development that is done in a way that benefits the residents and businesses of our community first and most importantly. The Neighborhoods Committee also served as a key forum for dealing with divergent interests in development on projects like the First Baptist Church redevelopment project and the proposal to build a medical building in Long Branch, as well as Long Branch development more broadly.

My work on the Silver Spring Citizens Advisory Board provides strong evidence of the type of Planning Board Chairman I would be and what values—community participation, team building, personal empowerment, accountability, transparency, communication, diversity, and results—I would bring to that position. I believe that my professional accomplishments and my significant contribution to civic affairs in Montgomery County would be an enormously valuable and strong foundation for my service to the County as Chairman of the Montgomery County Planning Board.

Montgomery County's Planning Challenges and Opportunities. Mr. President, I would like, in this letter, to address some of the issues that Chairman Derick Berlage raised in his very thoughtful letter to the Council earlier this year. I believe that the Chairman's letter is a very important reference point for the Council and the Planning Board as we consider our next steps, because, in many areas of policy and process, *continuity* is key. While I strongly believe that we need new leadership at the Planning Board, I also strongly believe that we need to build on the good work that the Commission has done for many years.

Mr. Berlage has been one of the strongest advocates of preserving Montgomery County's Agricultural Reserve. This is a position I share, along with members of the County Council. The Agriculture Reserve, like our spectacular system of County Parks, is a crown jewel of our extended community, and I will tirelessly guard its integrity.

I also share the commitment to smart growth and the idea that "great urban design—focused on great transit, pedestrian safety and convenience, green space, public amenities, arts and culture—is the future for our transit station areas in Shady Grove, Glenmont and Wheaton."

I share the view that that the County's regulatory processes must be up to the task of 21st century development, and that "community input and transparent decision making are more important than ever."

I will work with our community, you and your colleagues on the Council and well as other government agencies to ensure that we have the best master planning, regulatory and implementation tools in place. I concur with his recommendations that we need: (i) development applications processed with the utmost accuracy, good record-keeping and complete internet-based transparency, (ii) broad-based community consultation; and (iii) seamless inter-government and inter-agency cooperation. I also agree that the County Council, County Executive, the Planning Board and all county agencies must be even more effective in reviewing land use proposals together. These goals and recommendations are ones that I share and would work to implement.

One of my highest priorities would be protecting the environment and sustaining our wonderful park system. Like a great many of our neighbors, I treasure Montgomery County's parks and recreation areas—they are one of the principal reasons I moved to the County in 1994. I am an enthusiastic user and stakeholder of the County's parks as an

avid runner, hiker and bicyclist and I pledge to work to see that the park system and the Department of Parks have all the resources they need to maintain their excellence. I know and respect the Department's new Director, Mary Bradford, from her work on the Long Branch Task Force, and it would be an honor and privilege to work with her on important park and environment issues.

I am one of those residents of Montgomery County who believes that the reputation of our County's planning process has been tarnished recently, and one who believes that we can and must do better to restore the people's confidence in the planning process. I have stated so publicly.

I will work very hard to strengthen the Planning Commission's organizational structure and management. First and foremost, we need to identify and recruit a "world class" Planning Director, to provide the analytical foundation and planning experience that will best serve Montgomery County going forward. There are other key management positions that must be filled expeditiously--with first class professionals. I know that this is one of the Council's highest priorities, and one that I strongly embrace as well.

To you, members of the County Council and, most importantly, to the Commission staff, I offer the following promise. I will be a strong, effective, vigorous champion of all the employees of the Commission. I have labored as a staff member of the Executive Branch of the United States, the U.S. Congress, the World Bank, and in other organizations and I know well the challenges and opportunities of staff work. I pledge to do everything that I can to make Parks and Planning a great place to work.

In the same vein, I pledge to respect and to work closely with other colleagues on the Planning Board. While I am confident in my leadership skills and ability to get results, I know that the Board will be most effective and successful if it works together, efficiently, effectively, with a common vision. I will help the Board to do that.

The Planning Board has taken important steps to reform the development review process, and I will continue this critical effort. Progress has been made, but much more work lies ahead. I look forward to working with the Council and the Planning Commission staff to see that the recommended reforms and process improvements are implemented, quickly and effectively. We do need a "stronger, more accountable, more transparent planning agency," and I agree that we "will not rest until we have completely restored public confidence in our ability to make sound and responsible land use decisions."

In his letter to you, Mr. Berlage stated his intention to deliver the following—

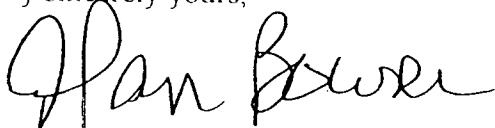
- Earlier and more inclusive community input on virtually every decision made by Park and Planning.
- Effective protection of the Agricultural Reserve.
- Reform of the development review process

- Apply the best principles of community design, adequate public facilities and sustainability to guide future growth and development toward our smart growth centers.
- Having a vision for revitalizing older commercial centers and the implementation tools to regulate new construction effectively.
- Create new transit lines, expanding our smart growth opportunities beyond the 12 Metro stations currently operating in the county.

Mr. President, I embrace all of these critically important goals. My pledge to you and your colleagues is that I will work tirelessly to restore the community's confidence in the County planning process. I pledge to you, your colleagues and all of the County residents to work for ever-higher levels of accountability, transparency, innovation and professionalism throughout the county planning complex of organizations.

Thank you for your time and consideration.

Very sincerely yours,

A handwritten signature in cursive script, appearing to read "Alan Bowser".

Alan S. Bowser, Esq

ALAN STEELE BOWSER

409 Deerfield Avenue, Silver Spring, Maryland 20910 301-608-3932 ASBLAW@AOL.COM

Summary of Experience

Alan Bowser, a graduate of Princeton, Johns Hopkins, and the Georgetown University Law Center, has extensive professional experience as an attorney, economist, and consultant in the public and private sectors. A former United States Deputy Assistant Secretary for Basic Industries in the Department of Commerce, he also was a senior staff member of the World Bank Group, and a Director of the Petroleum Finance Company, Ltd. Currently, he is an attorney in private practice. He is a member of the Silver Spring Citizens Advisory Board and Chairman of its Neighborhoods Committee.

Education

J.D., Georgetown University Law Center, Washington, D.C. 1995.

M.A., A.B.D., The Johns Hopkins University School of Advanced International Studies, 1978.

A.B., Princeton University Woodrow Wilson School of Public and International Affairs, 1974.

Admitted to Practice

Florida, Maryland, New Jersey, New York, Washington, D.C.

U.S. Courts of Appeals: 3rd, 4th, D.C., Federal Circuits, and others.

U.S. Court of International Trade, U.S. Court of Federal Claims, and U.S. Tax Court.

Professional Experience

Attorney at Law, Law Offices of Alan S. Bowser, general practice, 1995-present. Government affairs work includes client representation to U.S. Food & Drug Administration, U.S. Department of Agriculture, U.S. Department of Commerce, Patent and Trademark Office, U.S. Department of Transportation, and U.S. Congress.

Director, Privatization Group International, Washington, DC & Johannesburg, South Africa.

Deputy Assistant Secretary for Basic Industries, U.S. Department of Commerce, International Trade Administration, Washington, D.C. February 1999 to January 2001. Member, Senior Executive Service of the United States of America. Managed the Commerce Department's Office of Metals, Materials, and Chemicals, Office of Energy, Infrastructure, and Machinery, and the Office of Automotive Affairs. Principal accomplishments included: U.S. Department of Commerce's Clean Energy Trade Initiative, including trade missions to Brazil, Mexico, India and China; U.S. China Housing Initiative, and U.S. Housing and Building Materials Trade Mission to China; U.S. Department of Commerce-Federal Transit Administration Memorandum of Cooperation, and U.S. International Transportation Trade Mission to Southeast Asia; U.S. Russia Business Development Committee, Working Groups on Oil & Gas; Agricultural Machinery; Housing, Construction, and Building Materials.

Board Operations Officer, The World Bank, Corporate Secretariat, Washington, D.C. 1989 to 1999. Acting Corporate Secretary for Audit and Budget Committees of the World Bank Board of Executive Directors. Secretary, Inspection Panel Working Group. Responsibilities included confidential projects for the Managing Director and Corporate Secretary of the World Bank Group. Other assignments in Departments of Personnel, and Industry and Energy.

Consultant, Washington, D.C., 1976 to Present. Assignments completed for U.S. Congress, Executive Office of the President, National Democratic Institute for International Affairs, World Bank, U.S. Department of Veterans Affairs, U.S. Federal Aviation Administration, U.S. Federal Highway Administration, U.S. Federal Transit Administration, U.S. Department of Commerce and national political campaigns.

Director, The Petroleum Finance Company, Ltd., Washington, D.C. 1986 to 1988. Responsibilities included: directing political and economic country risk analyses for public and private sector clients; directing preparation of research reports on international energy issues; directing studies of international and domestic investment strategies; and developing organization planning, design and evaluation projects for state oil companies in the Middle East and Latin America. Developed the Petro Finance Washington Advisory Service.

Legislative Assistant, U.S. House of Representatives, Washington, D.C. 1983 to 1985. Responsibilities included: principal foreign affairs and economics adviser to the Honorable George W. Crockett, Jr., a Representative from the State of Michigan; staff representative to the Committee on Foreign Affairs, Subcommittees on Africa and International Operations; and principal staff assistant for Committee on the Judiciary, Subcommittee on Immigration, Refugees, and International Law, Monopolies and Commercial Policy.

Economist, U.S. Department of Agriculture, Office of International Cooperation and Development, Washington, D.C. 1981. Responsibilities included: staff economist for international development policy; directing research project on U.S. options regarding world food security; and assisting Secretary of Agriculture on issues pertaining to private sector cooperation in international agricultural development.

Economist, Executive Office of the President, Washington, D.C. 1979 to 1980. Responsibilities included: staff economist (Presidential Commission on World Hunger) for international economic issues; research, analysis and preparation of Commission staff reports on international trade and investment policy, food aid and world food security, and program evaluation of international assistance activities.

Economist, U.S. Department of the Treasury, Office of the Assistant Secretary for International Affairs, Office of International Development Banks, Washington, D.C. 1976 to 1979. Responsibilities included: economic and financial analysis of multilateral development bank project proposals; preparation of technical memoranda concerning international economic and financial developments; and preparation of speeches and supporting materials for congressional testimony by senior Treasury officials.

Community Service

Silver Spring Citizens Advisory Board, Chair, Neighborhoods Committee; Member, Executive Committee; Member, Transportation and Pedestrian Safety Committee. Nominated by County Executive, confirmed by Montgomery County Council, September 23, 2004. Special projects have included Silver Spring Community Forum on Youth Violence & Gangs; Silver Spring Community Forum on Emergency Preparedness.

Member, Park Hills Civic Association, Silver Spring, Maryland

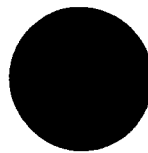
President, Georgetown Television Network, Inc., 1995 to Present.

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JF
CC

President George L. Leventhal
Montgomery County Council
Stella B. Werner County Council Bldg.
100 Maryland Avenue
Rockville, MD 20850

March 25, 2006



021255

Dear President Leventhal and Council Members:

I would like to express my interest in serving as Chairman of the Montgomery County Planning Board, Maryland-National Capital Park & Planning Commission.

My educational degrees include a Bachelor of Science in Civil Engineering (BSCE), Masters in City and Regional Planning (MCRP), Masters of Science in Civil Engineering in Transportation (MSCE). I am presently enrolled in a Ph.D. Program in Urban Planning at the University of Maryland College Park.

I am a Certified Planner (AICP) by examination with the American Institute of Certified Planners - American Planning Association, and a Registered Professional Engineer (PE) by examination in the State of Maryland.

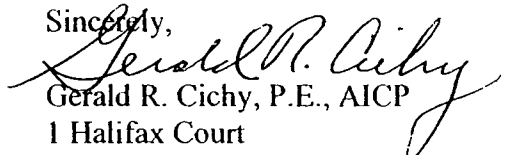
My career experience has been in administration, policy, management, transportation and planning. I served as Director, Montgomery County Department of Transportation (now Public Works and Transportation) where we were able to obtain the Council's and County Executive's approval to reorganize the Department to make it more responsive to community needs. While Director, we enjoyed good citizen, business and employee relations and established an excellent working relationship with Park and Planning.

I have been a resident of Montgomery County since 1969, a past president of my citizens association, and had been active in youth activities. My wife and our children graduated from the Montgomery County School System. Our children, their spouses, and our grandchildren all live in the county.

My hope and interest is to see Montgomery County continue to be a great place to live and raise children, a place that soundly plans and protects its environment, and a place where all its citizens can prosper and grow.

I sincerely request your consideration of my qualifications and appointment as Chairman of the Planning Board. I have enclosed a resume and financial statement as requested.

Sincerely,


Gerald R. Cichy, P.E., AICP
1 Halifax Court
Rockville, MD 20850-3009
310-424-2974, gr.cichy@verizon.net

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Gerald R. Cichy, P.E., AICP
1 Halifax Court
Rockville, MD 20850-3009
301-424-2974

Acting Deputy Administrator Corporate Services / Assistant Deputy Administrator Operations / Executive Assistant
Planning

Maryland Transit Administration / Maryland Department of Transportation
Baltimore, MD 2003 to Present

Areas of administrative responsibility have included Statewide and Baltimore area transit planning and policy, civil engineering, rail freight, customer service, locally operated transit system support, and the Washington transit area office. Subsequent responsibilities have included human resources, finance, contracting, EEO, government relations, transit marketing, and elements of transit operations. Special leadership responsibilities include SmarTrip/smart card application in Maryland as the "Maryland Transit Pass", Environmental Justice, and Transit Oriented Development (TOD).

Senior Associate

ENDESCO, Inc.
Rockville, MD 1997 to 2003

Received Federal Transit Administration (FTA) - Bus Rapid Transit (BRT) Innovative Ideas Award
Responsible for business development and project management in the areas of planning, development, public works and transportation. Prepared Access Management Plan for Route 236-Little River Turnpike in Fairfax, VA (similar to Rockville Pike). Participated in preparing Joint Development Plan for the Silver Spring Metro Station.
Policy and technical support to InterCounty Connector/ICC Master Plan Advocates, also Past President (ICCMPA).

Vice President

Director of Transportation
Director of Marketing
Sheladia Associates, Inc.
Rockville, MD 1995 to 1997

Responsible for project development and marketing in the areas of architecture, building structures, infrastructure, transportation and site development. Directed project activities for the US 29 Busway, the I-270 Transit Way, the Georgetown Branch Light Rail, the I-270/Shady Grove Interchange, Western Maryland Historic Railroad Station, George Mason University, Fort Belvoir, and Prince Georges County.

Senior Associate/Associate-in-Charge

Wilbur Smith Associates
Falls Church, VA 1991-1994

Associate-in-Charge of the Washington (MD/VA) Transportation Planning & Traffic Engineering Office to re-establish Wilbur Smith preeminence in those functional areas. Initially Director of Professional Services Department managing survey, land development and multi-modal transportation research, training and planning. Promoted after five months to a combined position as Director, Department of Civil Engineering and Transportation, handling previous responsibilities along with added functions of airport, transit (Metro) and highway design. Project Manager for Western Regional Park and Ride Study analyzing bus and HOV facilities in the Dulles Corridor, with recommendations being implemented by the Virginia DOT. Project Director for Fairfax County Parkway, Fort Belvoir Brac Roads and EIS Reports for US 522 and Route 9 in West Virginia.

Vice President/Director of Transportation

Bengtson, DeBell, Elkin & Titus, LTD.
Centreville, VA 1987-1991

Joined BDET to establish new transportation division and expand marketing services. Within 3 months of joining the firm, selected and successfully negotiated \$1.5 million transportation location study in Blacksburg, VA with Virginia Department of Transportation (VDOT). Successfully managed and completed the study within budget and well received by local officials and residents as model public and citizen participation process for future application by the State DOT. Initiated design for 100 mph Smart (IVHS) Highway from Blacksburg, VA to Interstate 81. Study recommendations being implemented by the Virginia DOT.

Promoted to Vice President to pursue expanded marketing and management effort. As a result obtained and completed transportation planning studies, highway design and traffic studies for VDOT, Maryland DOT/State Highway Administration, Counties and Municipalities in Maryland, Virginia and for Northern Virginia Developers, including project management for dualization of US 15 in Leesburg, VA and Cedarmead Avenue in Winchester, VA.

Gerald R. Cichy, P.E., AICP

Selected by United Nations Development Program (UNDP) to lecture and teach transportation techniques in Beijing, China for the Ministry of Communication and Transportation as a member of a 5 person delegation which was the first UNDP funded program for transportation in the Peoples Republic of China (PRC).

As an Officer and Senior Management of BDET chaired Quality Assurance (QC) Committee, trained in Total Quality Management (Deming Principles) and member of company TQM Steering Committee to provide for continuing improvement and efficiency in constrained economic climate. BDET representative to Northern Virginia Building Industry Association (NVBIA) Transportation Committee.

Commercial Realtor

ERA Mimi Selig, Inc.
Rockville, MD 1986-1987

Responsible for marketing, sales and rental of land development, resort, and commercial properties. Training in "Development of Neighborhood Shopping Centers" and the "Development Process of Office Buildings". Completion of "Basic Economic Development Course" of the American Economic Development Council Accreditation Program.

Executive Vice President

American Road & Transportation Builders Association (ARTBA)
Washington, D.C. 1984-1986

Directed professional staff of national trade group representing the U.S. transportation construction industry. Brought on board in newly created position to develop and implement reorganization and management plan based on analysis by private consulting firm in report to the association's Board of Directors. Responsible for recruiting and hiring vice president/state activities, director of public relations, director of publications, director of membership development and director of contractor services. Oversaw development of new association public relations and membership recruitment programs. Served as staff liaison to the association's Long Range Planning & Finance Committee and Research, Education and Development Foundation. Initiated staff contact with European road building associations. Planned and implemented "National Forum on Work Zone Safety" in cooperation with the Federal Highway Administration and the American Association of State Highway and Transportation Officials. Responsible for establishment and fundraising for non-profit educational foundation.

Director, Department of Transportation

Montgomery County Government
Rockville, MD 1979-1984

Responsible for developing and implementing combined operating and capital budget of over \$100 million. Managed largest county department with over 1100 employees, including six major divisions and four staff offices. Credited with changing the orientation of the department to one that emphasized the transportation needs of the community. Implemented expanded roadway program, 200-bus transit fleet, commuter rail stations, expanded parking and ride-share programs to meet Metro Rail system opening and economic development objectives. Maintained and expanded quality of public works functions while facing resource cut-backs. Brought Federal, State, County, developer and citizen interests together to solve mutual problems. Instituted numerous administrative and management improvements, including the county's first approved employee awards program, Quality Circle program and Keep Montgomery County Beautiful.

Assistant Director

Maryland Department of Transportation
Baltimore, MD 1973-1979

Office of Transportation Planning. Responsible for policy, planning and legislative analysis and recommendations to Director and Secretary of Transportation. Directed preparation of Maryland Transportation Plan (MTP), State Aviation Systems Plan and Statewide Toll Facility Study. Manager of Department's Washington Regional Office, covering Montgomery and Prince Georges Counties. State's representative to Washington Metropolitan Area Transit Authority (METRO) and State's Commissioner, Washington Suburban Transit Commission (WSTC).

Gerald R. Cichy, P.E., AICP

Community Assistance Coordinator
U.S. Department of Transportation
Washington, D.C. 1971 - 1973

Office of the Assistant Secretary for Environment and Urban Systems. Responsible for developing policy and legislative recommendations for immediate Director, Assistant Secretary and U.S. Secretary of Transportation on District of Columbia Freeway system, metropolitan Washington transportation issues, national transportation programs and State and metropolitan transportation projects.

Supervisory Civil Engineer
District of Columbia Dept. of Highways and Traffic
Washington, D.C. 1965 - 1971

Office of Planning and Programming. Highest position Chief, Planning Research, in this position coordinated preparation of Highway Planning and Research (HPR) Program, developed and conducted research programs. In other positions, conducted location and traffic studies on District of Columbia Interstate System in support of Congressional approval. Department representative to Transit Station Joint Development Projects, transit studies and Community Service Centers program.

Commissioned Officer
US Coast and Geodetic Survey (NOAA) 1961-1965

Executive Officer, Ship Marmer; engaged in Chesapeake Bay tidal current surveys. Chief, Photogrammetric Survey Party supporting survey efforts in Norfolk, Charleston Harbor, Lake Mead and Galveston Bay. Conducted Hydrographic surveys on the Potomac River. Certified in Airport Obstruction Surveys.

Civil Engineer
Charles T. Main
Boston, MA 1961

Offered position as Civil Engineer following graduation. Responsible for highway and drainage design on Niagara Parkway, Robert Moses Power Project

Cooperative Work Program

Northeastern University 1956-1961
While student, performed survey and highway design work for Edwards and Kelcey, Clarkeson Engineering and Charles T. Main under a 5 year co-operative work program.

Education

Northeastern University, Boston, MA, Bachelor of Science in Civil Engineering (BSCE) - 1961
Catholic University, Washington, D.C., Masters in City & Regional Planning (MCRP) - 1968
Catholic University, Washington, D.C., Masters in Civil Engineering (Transportation) (MCE) - 1971
University of Maryland College Park, MD, Enrolled in PhD. Program in Urban Studies - Present

Registration, Certification or License

P.E. - Professional Engineer; Maryland No. 17271; Virginia No. 20365
AICP - Certified Planner; American Institute of Certified Planners (AICP)
Maryland Real Estate License No. 89301
US Patent No. 5,669,307 HOV/Freeway Bus (High Level Doors Driver Side-Conventional Doors Curbside)
US Federal Transit Administration (FTA) - Bus Rapid Transit (BRT) Innovative Ideas Award, June 18, 2001

References

Will be furnished upon request.

RECEIVED
MONTGOMERY COUNTY
COUNCIL

May 1, 2006

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Handwritten notes: JF, CC, MM, PL, and a bracketed "Hand" next to them.

George L. Leventhal
Council President, Montgomery County Council
Stella B. Warner Council Office Building
100 Maryland Avenue
Rockville, MD 20850

022438



Dear President Leventhal:

My name is Richard L. Claypoole and I am applying for the position of Chairman of the Montgomery County Planning Board.

As a long-time resident and participant in Montgomery County community affairs and public policy, I care deeply about our county and believe that wise land use policy is of critical importance in helping to maintain Montgomery County's reputation as a model community worthy of nationwide emulation. Unfortunately, at this point in time, that reputation has been tarnished by an absence of direction and oversight by the Planning Board leadership. Regardless as to whether that problem can be attributed to malfeasance or misfeasance, it is in the best interest of the county and its citizens not only for a change in leadership but for a change in the attitude of the Planning Board that has so strained its relationship with the people of Montgomery County. It is in light of that leadership vacuum and the reality that Montgomery County is at a critical crossroads in its development of a vision for the use of its land, the protection of its natural resources, and the enhancement of economic benefits associated with sound land use policy that I offer my services as Chairman of the Planning Board.

I recently retired from a career in the Federal Government that encompassed a range of senior management experiences and responsibilities that superbly qualify me for a position as important to the health and prosperity of the county as the chairmanship of the Planning Board. I was a member of the Senior Executive Service and was responsible for programs with nationwide scope and importance that demanded the ability to interact with public groups and organizations, the media, and individuals ranging from current and former Presidents of the United States to local politicians and community leaders.

I was the Director of the Office of the Federal Register which is responsible for codifying and publishing the rules and regulations of the Federal Government as well as the laws of the United States and all Presidential documents of a public nature. The Federal Register also has the responsibility for certifying the results of the Electoral College and of constitutional amendments.

I was the Assistant Archivist of the United States in charge of the Regional Archives and Records Centers with 17 locations spread throughout the United States with over 900 employees and a budget responsibility of more than 100 million dollars.

I was the Assistant Archivist of the United States for Presidential Libraries and Museums. The 12 libraries and museums are located throughout the country and contain the open as well as classified records and artifacts of every President from Herbert Hoover through William Clinton. I was responsible for this system and its more than 300 employees and 50 million dollar budget.

All three of these senior executive positions demanded the highest level of management ability, political acumen, interpersonal relationship ability, and personal integrity and discretion. I interacted with Presidents, their families and representatives and with high-ranking members of their administrations. I also worked and negotiated with state and local officials over sites for and the construction of new facilities including the Clinton Presidential Library and Museum in Little Rock, Arkansas, which I oversaw from its groundbreaking in 2001 to its official opening in 2004. In my roles as director and assistant archivist, I was the official spokesperson for the organizations I ran and, as such, conducted or participated in scores of public meetings, news conferences and interviews, educational seminars and other public events and activities. Throughout my career, I developed and managed culturally diverse staffs and was recognized for this effort with the Archivist of the United States' Outstanding Service award. I had a Top Secret security classification and was entrusted with access to and the protection of the most sensitive documents of our government. I worked with leaders of both political parties and, while a registered republican, maintained a reputation for strict bipartisanship. I'm very proud of the fact that I have personal letters of commendation and appreciation from Presidents Gerald Ford and Jimmy Carter.

As much as my professional life qualifies me for consideration to run an organization as important and demanding as the Planning Board, I believe the time and effort I have invested in community and civic affairs is of equal import. I have spent most of my adult life trying to return some of the benefits I've derived from being a citizen of Montgomery County.

I was deeply involved in Montgomery County public schools first as a member of the Blair High School Advisory Council, then as a member of the Montgomery County School Board in 1982 and as a candidate for election in 1984. While I didn't win that election, I did garner over 100,000 county-wide votes and had the benefit of participating in more than 25 candidate forums in communities throughout the county.

I was President of the Long Branch Civic Association in Silver Spring for five years in the 1980s. In that position, I was involved with the Allied Civic Association and interacted with and appeared before the Planning Board to argue for a more controlled approach to development in east Silver Spring.

I was a 20-year member and two-time President of the Bethesda Lions Club, a club well-known for its charity work and support of Walter Johnson and Bethesda-Chevy Chase high schools through its annual scholarship award to students who demonstrated a commitment to community service.

I coached little league baseball for nine years in Hillandale and Burtonsville, Md.

I am currently a member of the Woodmoor-Pinecrest Civic Association in Silver Spring.

I am a substitute teacher at the Berman Hebrew Academy in Rockville, Md., and co-head coach of its varsity baseball team.

I am a volunteer instructor with Presidential Classroom, a nation-wide organization that brings outstanding high school students to Washington for week-long seminars and meetings with national politicians and government leaders.

Throughout my life I have believed in the concept of the common good and the importance of citizen participation in the affairs of government. I have both lived that life and pronounced at every opportunity, particularly to young people, the benefit, if not the duty, of public service. It was the subject of my 2001 commencement address at Georgia's Clayton College and State University and it was the thesis of my lecture to students at St. Edwards College at the Lyndon Baines Library Presidential Library in 2003.

As I address the future, I would like to continue and expand my role in the public arena to include service to Montgomery County through the chairmanship of the Planning Board. It is a position that must command the highest confidence of county citizens in its integrity, fairness, and application of a policy that enhances healthy economic growth while protecting the county's dwindling land resources for our generation and generations to come against the ever-present demands for new and/or expanded development. To this issue, I would bring a philosophy of a conservative who is frugal with our resource of land and attentive to the desires of our people for an environment designed to prevent a further infringement on their quality of life to include congestion on their streets and in their communities; noise, air and sight pollution; and, increased taxes to pay for the infrastructure necessary to support uncontrolled growth. I will ensure that all decisions made that affect the quality of life in Montgomery County are as a result of full, fair and open meetings and citizen dialogues.

If selected for the chairmanship, I will bring a style of management with proven results of accomplishment, a reputation for fairness, integrity and hard work, and a belief and commitment to the common good which, within the context of the Planning Board, is a resolve to work with all parties to create an environment that enhances the living standards and conditions for all who reside within our borders.

For decades, Montgomery County has been a leader in sane and logical planning policy. The times are too critical to allow this reputation to be further harmed and to allow a further loss of citizen confidence in the competence of the Planning Board. I believe I possess the attributes that, if selected as chairman, will lead to the restoration of the confidence in and reputation of the Planning Board.

I am available for any follow-up you wish to pursue, and I appreciate your consideration of my interest in this important position.

Sincerely,

Richard L. Claypoole

9907 Edgehill Lane
Silver Spring, Md. 20901
301-681-1460

RICHARD L. CLAYPOOLE
9907 Edgehill Lane
Silver Spring, MD 20901
301-681-1460
email: richardclaypoole@comcast.net

Professional Experience: Assistant Archivist of the United States for Presidential Libraries, 2001-2005

Writer and Editor of the Public Vaults Exhibit in the National Archives Rotunda, 2004

Assistant Archivist of the United States for Regional Records Services, 1997-2001

Director of the Office of the Federal Register, 1995 - 1997

Deputy Director of the Office of the Federal Register, 1991-1995

Writer/Editor of the Weekly Compilation of Presidential Documents

Editor of the Public Papers of President Gerald R. Ford; Editor and Chief Editor of the Public Papers of President Jimmy Carter

Editor of the United States Government Manual

Security Clearance: Top Secret

Military Service: United States Army, 1969-1971, Rank: Spc 5th class
Active service Vietnam: 1970-1971

Education: History and Politics BA - University of Maryland.
Graduate studies in Political Science - The Catholic University of America

Public Service: Member of the Montgomery County Maryland Board of Education, 1982

President of the Longbranch Civic Association, Silver Spring, Maryland, 1979-1984

Member of the Blair High School Advisory Board 1979-1984

Member and two-time president of the Bethesda Maryland
Lions Club, 1981-2000

Special Events/Awards: Commencement Speaker Clayton College and University,
Clayton County, Georgia - 2001

Presentation on Presidential Leadership in the Modern
Presidency, St. Edwards College, Austin, TX – 2003

Archivist Award for Outstanding Service - 2001

Presidential Hammer Award - 1997

Archivist Award for Outstanding Service -1995

Member, Reinventing the National Archives Task Force - 1994

Chairman, Regional Archives Space Study Task Force - 1993

Archivist Award for Outstanding Service in Promoting Equal
Employment Opportunity - 1981

Dec 14/05

WILLIAM R. DODGE

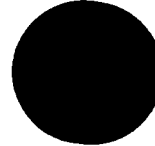
7112 Exfair Road
Bethesda, MD 20814

May 2, 2006

Have { JF
cc
mm
PL

Mr. George L. Leventhal
President
Montgomery County Council
Stella B. Werner Council Office Building
100 Maryland Avenue
Rockville, MD 20850

022439



RECEIVED
MONTGOMERY COUNTY
COUNCIL
2006 MAY -8 AM 10:17

Dear Council President Leventhal:

I would like to apply for the position of Chair of the Montgomery County Planning Board.

I believe that I have the combination of skills, experiences, and values to guide the rebuilding of the organization that helps shape the future development of Montgomery County. I have:

- been trained as a civil engineer, urban and regional planner, and political economist.
- served as the first Executive Director of the Department of Planning and Development for Allegheny County, the core urban county in the economically struggling Pittsburgh region.
- served as the first director for the State of Ohio planning office, overseeing implementation of an executive order establishing sub-state regions.
- assisted counties and regions to address tough cross-cutting challenges and written three books to guide their strategic planning and regional cooperation processes; a copy of *Regional Excellence: Governing Together to Compete Globally and Flourish Locally* is included with my application.
- guided the preparation of federal, state, and local government budgets as well as taught public budgeting and strategic planning in graduate schools of public administration and affairs.
- served as Executive Director of the National Association of Regional Councils, helping regional councils of governments to develop their individual capacities as well as representing their collective interests nationally.
- served on community boards and committees, such as chairing the Land Use and Development Committee for the Edgemoor Citizens Association, and organizing community planning processes solely funded with volunteer resources.

- served on regional, national, and international committees to address planning and development challenges, such as the Social Equity Panel of the National Academy of Public Administration, which is addressing affordable housing and other social equity challenges in this country, and the Africa Working Group, also of the National Academy of Public Administration, which is developing the capacity of African nations to implement planning and management reforms to address HIV/AIDS and other challenges.
- served as a Peace Corps Volunteer, designing and building low cost housing and preparing local government plans in Guayaquil, Ecuador.

I am willing to be considered for a full four year term, but would also encourage you to consider me for an interim -- twelve to twenty four month -- appointment.

I believe that an interim appointment would be especially timely. It would allow me to focus on making the changes that are necessary to stop the hemorrhaging and rebuild the capacity of Park and Planning staff. It would also allow me to guide the implementation of the sometimes controversial improvements that are often difficult for an individual with a full four-year term to make. At the end of the interim appointment, I would welcome your evaluation of my performance and would be willing to be considered for a full four year term.

My career has focused on rebuilding government organizations and breathing life into new ones, especially the organizations that are addressing the tough challenges that shape our communities' futures. Now, I am at a stage in life where my primary desire is to apply the wisdom that I have acquired to making Montgomery County, and the world, a better place to leave to our children.

I have also had experience in interim positions. I just completed an assignment as the Interim Town Administrator in Silverton, Colorado, the town in which my family spends time each year. During my three month tenure, I was able to help the Town Board institute critical reforms, including revamping an arcane budget process, securing funding for key infrastructure and parks improvements, and updating development guidelines critical to Silverton's future. I also helped the Town Board to establish more effective working relationships with community organizations and citizens. Finally, I helped the Town Board select a permanent Town Administrator and assisted him to assume his new responsibilities.

I have attached thoughts on the characteristics of the Planning Board Chair, which were published as an opinion piece in the *Bethesda Gazette*. I prepared these comments to help guide the selection of the Chair, recognizing how critical this position is to the future of Montgomery County. At the time I did not consider myself a candidate, but subsequently a number of fellow citizens called about the opinion piece and encouraged me to apply. When you called about the opinion piece, you indicated that both interim and full-term appointments might be considered, and I realized that I could be an appropriate candidate.

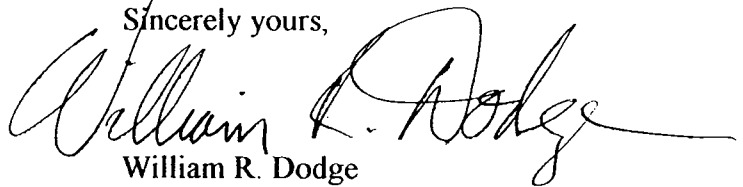
In the past, the Planning Board and its staff earned an enviable reputation for excellence, including national recognition for its master plans and innovative approaches for providing affordable housing and preserving farm land. It has enjoyed the support of the County Council and citizens in pursuing initiatives to make Montgomery County a desired place to raise a family and grow a business. Its capacity might have been weakened, and its reputation sullied, but the Planning Board and its staff have the potential to achieve excellence again.

I would welcome the opportunity to assist the Planning Board members and staff, as well as you and your County Council colleagues, in this rebuilding process.

I have also attached my short bio and included a longer resume and would be pleased to provide personal references and other information upon your request.

I thank you for your consideration of my candidacy for Planning Board Chair and I hope that our paths cross again in the near future.

Sincerely yours,

A handwritten signature in cursive script, reading "William R. Dodge". The signature is fluid and extends to the right with a long horizontal stroke.

William R. Dodge

What to look for in a new planning chief

Wednesday, March 22, 2006

One of the most popular bromides cited in planning schools is that “the role of planners is to clean up the development dung.” Because planners were not allowed to carry out this role, Montgomery County government has accumulated huge piles of development scandals.

The new County Council guidelines for opening up the development approval process to public scrutiny will help. Until planners are directed to review development proposals professionally, not politically, however, Montgomery County will continue to witness the greedy overdevelopment that crowds our schools, gridlocks our roads, and turns neighbor against neighbor in “McMansioned” neighborhoods.

Allowing planners to guide sound development starts at the top with the appointment of a new chair for the Planning Board. County Councilman Michael Knapp has suggested hiring a search firm to assist in the selection process. If the council follows his advice, one of the first tasks that the firm will recommend is to develop a job description for the chair.

At the risk of making the job description only fit an individual who can “walk on water,” let me suggest some of the key characteristics of a chair who might be up to the task:

Principled optimist — First, the chair needs to have the highest principles. She needs to have a long history of recognizing citizens as the owners of county government, not just its incidental customers, and including them as full partners in development decisions. Simultaneously, she needs to have absolutely no history of aiding and abetting greedy developers to override master plans and zoning regulations. Look for an individual who practices her principles and believes that the best days for Montgomery County’s citizens are still to come.

Passionate planner — Second, the chair needs to be passionate about fostering excellent planning. She needs to actively promote development that follows master plans and planning regulations, not the other way around. She needs to have zero tolerance for development actions that violate plans and regulations, recommending restoration and stiff fines when they occur. Look for an individual who proudly displays the scars from her efforts to foster excellent planning and can’t wait to engage community leaders and citizens in pursuing tough planning challenges.

Strategic visionary — Third, the chair needs to help shape a vision for the future of Montgomery County that makes it a desirable place for poor, middle class and even rich citizens to grow a business and raise a family. She needs to be able to help other board members and staff chart a course for Park and Planning that contributes to achieving the vision. Look for a chair who has always been slightly ahead of her time (one foot in the future) but knows how to build on the successes, and failures, of the past (one foot in the present).

Pragmatic entrepreneur — Fourth, the chair needs to have the skills to identify opportunities for strengthening Park and Planning, and reversing its negative reputation, and pursue them with hardheaded pragmatism. Look for a chair who has successfully designed and guided the implementation of critical, and conflicted, reforms that result in tangible organizational improvements.

Collaborative manager — Finally, the chair needs to match board as well as County Council and citizen expectations with staff capacities and motivate each to achieve their best. Look for the chair who brings everyone together and gets things done through others, cooperatively.

The next chair of the Planning Board has the tough challenge of restoring citizen confidence in Montgomery County's planning and development processes. She or he might not have to walk on water, but has to be able to shovel up considerable piles of development dung in the county's Augean stables.

I would be pleased to assist, as I am sure would be my fellow citizens, in helping the County Council select one of our own to undertake this Herculean task.

William R. Dodge, Bethesda

The writer assists community leaders and citizens to address tough regional challenges, such as emergency preparedness and growth.

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WILLIAM R. DODGE

Summary Bio

William R. (Bill) Dodge has assisted community leaders and citizens to manage change and foster regional cooperation over the past three decades.

Mr. Dodge helps individuals, organizations, and communities to build their capacities to address the tough regional challenges, such as shaping balanced regional growth, overcoming intercommunity fiscal, economic, and ethnic disparities, and creating effective regional decision-making networks. He also makes presentations and conducts workshops on fostering regional cooperation and guides regional strategic planning processes. Mr. Dodge is currently writing a new book on the three key components to building successful regional communities; becoming practicing regional citizens, developing regional decision-making networks, and negotiating regional growth compacts.

Recently, as Executive Director of the National Association of Regional Councils, Mr. Dodge offered assistance on the latest regional tools and techniques and shared information on emerging regional developments with regional councils of governments and other public, private, academic, and civic regional organizations. He brought regional leaders and their organizations together, in annual Regional Summits, to help advance a National Regional Agenda and guided the preparation of the first National State of the Regions report. He also represented the interests of regional councils before the U. S. Congress and federal agencies.

Previously, as principal of Strategic Partnerships Consulting, Mr. Dodge helped local governments to develop intergovernmental compacts, chambers of commerce to pursue regional tax sharing arrangements, colleges and universities to design interdisciplinary regional programs, regional planning councils to conduct regional strategic planning processes, state governments to assess affordable housing strategies, and regional leadership alliances to advance economic competitiveness visions.

Earlier, Mr. Dodge held senior management positions in local, state and national government and directed private, academic, and civic organizations, including serving as:

- Executive Director, Intergovernmental Cooperation Program, Pittsburgh, Pa.
- Executive Director, Consortium for Public Administration Field Services, University of Pittsburgh, West Virginia University and Carnegie-Mellon University

- Executive Director, Committee for Progress and Efficiency in Pittsburgh (ComPEP) and Committee for Progress in Allegheny County (ComPAC), Pittsburgh, Pa.
- Executive Director, Department of Planning and Development, Allegheny County Government, Pittsburgh, Pa.
- Deputy Director, Office of Budget and Management, State of Ohio Government, Columbus, Ohio
- Associate, Booz, Allen and Hamilton
- Assistant Director, Model Cities Program, District of Columbia Government, Washington, DC
- Peace Corps Volunteer, Urban Community Development, Guayaquil, Ecuador
- Budget Examiner, Bureau of the Budget (now Office of Management and Budget), United States Government, Washington, DC

Mr. Dodge also recently served as the Interim Town Administrator for Silverton, Colorado, to guide the preparation of the annual budget, pursue key infrastructure and recreation improvements, and help recruit a new Town Administrator.

Mr. Dodge has made presentations at scores of regional gatherings of community leaders and citizens, conducted workshops for regional organizations, and taught courses in graduate schools of public affairs and administration at Carnegie-Mellon University, University of Pittsburgh, and West Virginia University. He co-authored Shaping a Region's Future: A Guide to Strategic Decision Making for Regions, a manual to guide regional strategic planning processes, and wrote Regional Excellence: Governing Together to Compete Globally and Flourish Locally, a book to guide explorations of regional decision making.

Mr. Dodge holds bachelor's and master's degrees in civil engineering (Cornell University), a master's degree in foreign affairs and economics (University of Virginia), and a certificate in urban and regional planning (Harvard/Massachusetts Institute of Technology).

William R. Dodge
Regional Excellence Consulting
7112 Exfair Road
Bethesda, MD 20814

301-718-9677 (phone and fax)
WilliamRDodge@aol.com

WILLIAM R. DODGE

RESUME

Contact Information

Regional Excellence Consulting
7112 Exfair Road
Bethesda, MD 20814
301-718-9677
WilliamRDodge@aol.com

Professional Employment

5/2001 Principal
to Regional Excellence Consulting
Present Bethesda, Maryland

Consultant helping individuals, organizations, and communities to build their capacities to address the tough regional challenges and create effective regional decision-making networks. Recent assignments include:

- Assisting the City of Dayton government and Dayton Business Committee to design and implement a strategy for strengthening the financial health of City government, including "right-sizing" City government services, sharing service delivery with neighboring jurisdictions, and creating dedicated funding streams for investing in Dayton's future,
- Conducting a survey of regions that found that the regions that make the greatest investments in regional cooperation also rank highest on regional prosperity, diversity, and growth patterns indicators,
- Conducting a survey of regional councils to guide strengthening the roles, responsibilities, and relationships of the Northeastern Illinois Planning Commission,
- Conducting a survey of regional studies institutes to assist the Hartford Consortium for Higher Education to design a regional studies institute, and
- Guiding visits to regional studies institutes to assist the University of Alberta, Canada to design a regional studies institute.

In addition, making presentations and conducting workshops on strategic planning

and regional cooperation and wiring a new book, entitled Regional Home, on building successful regional communities.

9/2005 Interim Town Administrator
to Silverton Town Government
1/2006 Silverton, Colorado

Interim Town Administrator of town in the San Juan mountains of Colorado responsible for instituting key reforms, including revamping an arcane budget process, securing funding for key infrastructure and parks improvements, and updating development guidelines critical to Silverton's future. Also, helped the Town Board to select a permanent Town Administrator and prepare the selected candidate to assume his new responsibilities.

3/1997 Executive Director
to National Association of Regional Councils
5/2001 Washington, DC

Executive Director of national association representing multi-functional, multi-jurisdictional regional councils of government; directly responsible to boards of elected officials, regional council executive directors, and regional leaders; major activities include:

- Strengthening NARC's regional advocacy activities, building national public, private, and civic coalitions for fostering regional development and transportation, and advancing regional interests with the U. S. Congress and national Administration,
- Expanding NARC's member education activities, creating new publications -- a bi-weekly NARC eBulletin and bi-monthly Regions newsletter -- and upgrading the NARC website,
- Launching NARC's applied research activities, such as conducting a survey of regional organizations with the National Academy of Public Administration and preparing the first National State of the Regions Report with the Ford Foundation,
- Developing NARC's Regional Summits, bringing together national organizations and updating a National Regional Agenda to advance common regional interests,
- Guiding NARC's Institute for the Regional Community, composed of

fellows selected for their “sustained exemplary stewardship of the regional community”, including publishing a quarterly journal and pursuing collaborative regional initiatives, such as the Regional Honors Program to recognize the individuals, organizations, and regions that have achieved regional excellence, and the Regional Information Clearinghouse, to educate community leaders and citizens on regions and assist them in addressing growth and other tough regional challenges, and

- Building NARC’s relationships with other national organizations, including conducting workshops on regional topics with the National League of Cities and Brookings Institution and developing an All America Region program with the National Civic League.

6/1986
to
3/1997

Principal
Strategic Partnerships Consulting
Pittsburgh, Pennsylvania

Consultant assisting community leaders and citizens to design and implement strategic partnerships to address crosscutting challenges and improve local and regional governance. Assignments included:

- Developing and assessing the impact of an economic development/tax sharing program for the municipalities in Montgomery County (Dayton) Ohio,
- Analyzing options for improving the planning, financing and operation of regional transportation facilities and services in the Washington, DC region, and
- Writing two books on regional cooperation; Shaping a Region's Future to guide community leaders and citizens in conducting regional strategic planning processes and Regional Excellence to guide community leaders and citizens in developing a network of regional decision making mechanisms to address regional challenges.

In addition, assisting community leaders and citizens in a number of regions to develop economic competitiveness strategies and strengthen their regional decision-making.

Finally, making presentations and conducting workshops on regional excellence, for regional councils and other regional organizations, and teaching strategic planning and regional cooperation in graduate schools of public administration and public affairs.

12/1984
to
6/1986

Executive Director
Intergovernmental Cooperation Program
Pittsburgh, Pennsylvania

Executive Director of a civic agency to foster cooperation among local governments in Allegheny County (Pennsylvania); directly responsible to a Board of Directors composed of public, private, and university leaders; major projects included:

- Implementing the COGNET Computer Networking System to assist municipalities to use and share costs of computer services,
- Implementing a program to share sewer inspection, cleaning and repairing equipment through sub-county councils of government,
- Implementing a local government academy to provide continuing education to municipal elected and appointed officials, and
- Conducting feasibility studies for creating a municipal capital infrastructure investment strategy and joint police services.

3/1978
to
12/1984

Director
Consortium for Public Administration Field Services
Pittsburgh, Pennsylvania & Morgantown, West Virginia

Director of institute sponsored by the University of Pittsburgh, West Virginia University and Carnegie Mellon University and utilizing faculty, graduate students and consultants to conduct research on state and local government issues in Southwestern Pennsylvania and West Virginia; major research projects included:

- Conducting a study of intergovernmental cooperation in the Pittsburgh region and assisting in the creation of a non-profit organization to oversee its implementation,
- Designing a strategic planning process for West Virginia University and assisting in implementing a strategic planning office at the University, and
- Serving as technical advisor to the West Virginia Tax Study Commission, including overseeing over a dozen research projects, creating data bases for individual and business taxes, and assisting finance committees of the West Virginia legislature in drafting legislation.

In addition, supervised faculty and students to assist up to 25 municipalities annually in dealing with their specific management and planning problems and taught graduate courses in local government, budgeting and public/private relations at West Virginia University and the University of Pittsburgh.

3/1978
to
9/1980

Director, Committee for Progress and Efficiency
in Pittsburgh (ComPEP)
Pittsburgh, Pennsylvania

Director of joint effort of Pittsburgh City government officials and private industry executives to make management reforms in City government; accomplishments of ComPEP included streamlining the purchasing system, upgrading computer services, improving fleet management and creating a risk management system, resulting in an estimated \$2 million in annual recurring savings; supervised four task forces with over 30 loaned executives and directly responsible to committee composed of chief executive officers of major firms in Pittsburgh.

12/1976
to
3/1978

Co-Director, Committee for Progress in
Allegheny County (ComPAC)
Pittsburgh, Pennsylvania

Co-Director of the predecessor to ComPAC and similar joint effort of Allegheny County government officials and private industry executives to make management reforms in County government; responsibilities included supervising five student interns conducting analyses of County government in addition to those conducted by nine task forces; accomplishments of the ComPAC program included creating a central personnel system, designing and guiding the preparation of a program budget, and reorganizing construction management responsibilities, resulting in an estimated \$3 million in annual recurring savings and an equal amount in one-time savings.

5/1975
to
12/1976

Executive Director, Department of Planning and
Development, County of Allegheny
Pittsburgh, Pennsylvania

Chief executive officer for major county planning and development department with over one hundred professional and supporting staff; directly responsible to Board of County Commissioners and Planning Commission for administering department with following responsibilities:

- Conducting transportation, air and water quality, and economic development

planning activities and administering community and economic development programs for Allegheny County government,

- Preparing and monitoring the annual and six-year capital improvements programs,
- Assessing mass transit options for serving the south and east of Allegheny County, and
- Maintaining liaison with the regional council, County departments, and sub-county councils of governments and municipalities to coordinate planning and joint service delivery activities.

1/1975
to
5/1975

Staff Director, Advisory Committee on Student Financial Aid, Ohio Board of Regents
Columbus, Ohio

Responsible for directing staff and consultant assistance to committee composed of college presidents, state legislators, financial aid administrators, and students on major study of the role of the state in providing financial assistance to students in post-secondary education; activities included directing staff and consultants in analyzing issues, preparing papers and reports and presenting recommendations to the board of regents and Ohio legislature.

12/1973
to
1/1975

Deputy Director, Office of Budget and Management, State of Ohio Government
Columbus, Ohio

Responsible for day-to-day operations of new state government budget, planning and evaluation office, reporting directly to member of Governor's cabinet; major responsibility was creation of state planning office and central evaluation capability, including:

- Developing instructions for preparation of \$10 billion biennial budget and guiding analyses of major budget issues,
- Administering comprehensive planning and management (701) program and developing relationships with local governments and regional organizations participating in program,
- Directing interagency implementation of gubernatorial executive order on sub-state regionalism, and

- Developing central evaluation capability and developing evaluation handbooks.

3/1970
to
12/1973

Associate
Booz, Allen and Hamilton
Washington, DC

Responsible for selling and managing planning and community development assignments and directing a staff of up to ten; major assignments for national, state and local governments, including:

- Chairing a special revenue sharing task force to examine provisions of revenue sharing legislation and its impact on the organization and management of state and local governments,
- Directing an organization and management study of planning activities for a large eastern city to coordinate the planning and evaluation of outside and local resources,
- Managing a comparative analysis of federal, state and local government and private sector housing programs for federal government task forces developing new housing legislation,
- Providing management assistance to 15 cities in planning, policy development, budgeting, evaluation and general organization and management practices,
- Directing a study of the economic impact of the new town of Reston on Fairfax County government, and
- Evaluating citizen participation in 15 cities participating in the Model Cities and Planned Variations program.

2/1968
to
3/1970

Assistant Director, Program Planning, Model
Cities Program, District of Columbia Government
Washington, DC

Responsible for the initial planning and administration of the Model Cities Program in the District of Columbia, including recruiting temporary and permanent staff, guiding planning process involving citizen planning committees and a staff of a dozen, and preparing Model Cities Program plan for submission to the national

Department of Housing and Urban Development.

2/1966
to
2/1968

Peace Corps Volunteer
Guayaquil, Ecuador

Volunteer in urban community development program with following responsibilities:

- Developing and executing a program of low-cost housing experimentation; major activity was development of lower cost houses than previously built in Guayaquil and their subsequent construction and demonstration to interested individuals, groups and institutions,
- Teaching a planning course in the Faculty of Architecture of the University of Guayaquil, and
- Advising the Planning Department of the Guayaquil City government during preparation of a master plan for a nearby city of 10,000.

6/1964
to
1/1966

Budget Examiner, Bureau of the Budget (now
Office of Management and Budget),
Washington, DC

Responsible for examining the budgets of the Comprehensive Planning Assistance (701), Public Housing and Urban Renewal programs of the national Department of Housing and Urban Development and preparing corresponding sections of the President's budget. Also responsible for assessing whether pending federal legislation should include areawide (regional) planning requirements. (Qualified for the position by passing the Management Intern Option of the Civic Service Entrance Examination)

Education

University of Virginia, Charlottesville, Virginia, M. A., Foreign Affairs and Economics, 1965.

Cornell University, Ithaca, New York, M. C. E. and B. C. E., Civil Engineering with a minor in Government, 1963.

Inter-American Housing and Planning Center, Bogota, Colombia, 1963, Research Fellowship to study low-cost housing in Colombia.

Massachusetts Institute of Technology, Cambridge, Massachusetts, Special course in Urban and Regional Planning for Government Administrators, 1965.

Selected Publications

Regional Home: A Citizen Handbook for Governing 21st Century Regions (pending publication)

Prescribing Future Health: A Strategic Financial Plan for the City of Dayton, A Report to the City of Dayton Government, Dayton, Ohio, 2005

Playing to Win: Practical Actions for Achieving Dayton Regional Excellence, A Report to the Dayton Business Committee, Dayton, Ohio, 2004

Becoming Regional Visionaries: A Survey of 21st Century Regional Councils, Northeastern Illinois Planning Commission, Chicago, Illinois, 2003

All the Outside Influences: Higher Education Collaboration for Metropolitan Hartford Excellence, Hartford Consortium for Higher Education, Hartford, Connecticut, 2002

Regional Emergency Preparedness Compacts: Safeguarding the Nation's Communities, Alliance for Regional Stewardship, Mountain View, California, 2002

The Triumph of the Regions: Governing 21st Century Regions, Alliance for Regional Stewardship, Mountain View, California, 2001

Regional Excellence column in Regions, bi-monthly newsletter of the National Association of Regional Councils

"Regional Compacts: Linking Growth to Neighborhood Equity", 20th Anniversary Publication, Corporation for Enterprise Development

Regional Excellence: Governing Together to Compete Globally and Thrive Locally, National League of Cities, 1996

Shaping a Region's Growth: A Guide to Strategic Decision-Making for Regions, Economic Development Administration and Appalachian Regional Commission, 1995; National League of Cities, 1996

"Beyond Locals: Promoting Regional Excellence", PA Times, American Society for Public Administration, October 1, 1996

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"Regional Excellence", National Civic Review, Spring-Summer, 1996

"Cities Must Meet, Not Shrink From, Global Economy", Nation's Cities Weekly, September 11, 1995

"The New Intercommunity Governance", Nation's Cities Weekly, December, 1993

"Strategic Intercommunity Governance Networks: SIGNETS of Economic Competitiveness in the 1990s", National Civic Review, Fall-Winter, 1992.

"Regional Problem Solving in the 1990s: Experimentation with Local Governance for the 21st Century", National Civic Review, July-August, 1990.

Strategic Partnerships, Editor of Special Issue of National Civic Review, January-February, 1989.

"The Emergence of Intercommunity Partnerships in the 1980s", Public Management, July, 1988.

"The Pittsburgh Experience and General Thoughts for the Future" in Proceedings of Conference on Loaned Executives, Henry C. Dolive, Editor, Dayton, Ohio, 1988.

"Public Works Management Education: The Third Response to the Plight of Public Works", Ohio Economic Trends Review, Volume 3, Number 2, Fall 1987.

Structuring State and Local Tax Reform Commissions, Lincoln Institute of Land Policy, March 1986.

A Strategy for Cooperation, Intergovernmental Cooperation Program, April 1985.

A Tax System for West Virginia in the 1980s, Interim Report to the West Virginia Legislature, January 1983; Final Report to the West Virginia Legislature, January 1984.

"Strategic Planning: An Approach to Launching New Initiatives in an Era of Retrenchment", Management Information Service Report, International City Management Association, Vol. 14, No. 9, September 1982.

To Cooperate or Not to Cooperate: A Report on Intergovernmental Cooperation in Allegheny County, Consortium for Public Administration Field Services, April 1982.

Public-Private Cooperation for Better Government, Committee for Progress and Efficiency in Pittsburgh, June 1980.

"Public-Private Cooperation in Improving Government Operations", Management

66

Information Service Report, International City Management Association, Vol. 11, No. 1, January 1979.

"Public Involvement in Local Government in the 1970s", Management Information Service Report, International City Management Association, Vol. 6, No. 1, January 1974.

Informe, Primer Proyecto de Vivienda del Programa de Vivienda de Interes Social, Instituto de Planificacion y Vivienda, Facultad de Arquitectura, Universidad de Guayaquil, Ecuador, 1967.

The Allocation of Foreign Aid for Investment in the Provision of Housing in Developing Countries, Masters of Arts thesis, University of Virginia, Charlottesville, Virginia, 1967.

Professional Affiliations

American Society for Public Administration (2001 Don Stone Award recipient, Council Member, Section on Intergovernmental Administration and Management)

Citizens League of Southwestern Pennsylvania (Former Co-President and Chair, Governance Task Force)

International City/County Management Association (former Member, Regionalism Task Force)

National Academy of Public Administration (Fellow, Member of the Social Equity Panel and Africa Working Group)

National Association of Counties (former Chair, National Association of County Community Development Directors)

National Association of Regional Councils (Fellow, Institute for the Regional Community)

National Civic League (former Member, All American City Jury and Selection Committee; Department Editor, National Civic Review)

LAW OFFICES OF

DAVID C. GARDNER

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MICHELE H. CABRERA (MD, DC)
E-MAIL: mcabrera@davidgardnerlaw.com

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May 31, 2006

SERENA R. WOOD, PARALEGAL
E-MAIL: swood@davidgardnerlaw.com

PATRICIA McNAMEE, PARALEGAL
E-MAIL: pmcnamee@davidgardnerlaw.com

By regular mail and telefax

George Leventhal, Council President
Montgomery County Council
Council Office
100 Maryland Ave.
Rockville, Md. 20850

Re: Application for Chairman of the Montgomery County Planning Board

Dear Councilman Leventhal:

I am writing to express my interest in serving as the Chairman of the Montgomery County Planning Board. I have lived in Montgomery County since 1979, during which time I have worked as an attorney in private practice and been actively involved in civic and land use issues. Attached is a copy of my resume, which outlines my professional experience and civic activities.

My primary civic involvement has been with the Greater Olney Civic Association, for which I served as a two term president and as vice president for seven years. I also served on the Sandy Spring - Ashton Master Plan Advisory Committee and on the Board of the Ashton - Sandy Spring Civic Association. In my legal practice I have focused on both real estate and litigation, having handled a number of land use and zoning cases over the past twenty-five years. Most recently I have represented a number of individuals and businesses in applications for special exceptions and variances as well as the Orchard Knolls community in opposition to a re-zoning request in North Potomac, and the Environ community in connection with the recent Olney Master Plan Amendment. Over the years I have been involved in many land use matters, including matters in Friendship Heights, Potomac, Kensington, Wheaton, Boyds, Burtonsville, Olney and Ashton. This has provided me a broad range of experience, which I would draw upon if appointed as the Planning Board Chairman.

RECEIVED
MONTGOMERY COUNTY
COUNCIL
MAY 31 PM 4:16
2006

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DAVID C. GARDNER

ATTORNEY AT LAW

There are three primary reasons why I believe I would make an excellent Planning Board Chairman. First, as an attorney and civic leader who has represented both applicants and civic groups opposing development projects, I have an understanding of the issues and concerns on both sides of the development debate. I have gained an appreciation for the rights of landowners to develop as well as the needs and concerns of citizens to ensure that development is compatible with the existing community. The balancing of these competing interests, along with the public's interest in ensuring appropriate development to meet the needs of our growing community, is the key role of the Planning Board. Second, having lived in Montgomery County for over twenty-five years, during which time I have closely followed the zoning and development issues facing our community, I have acquired the background and knowledge necessary to serve as the Planning Board Chairman. And third, my training and experience as a trial attorney has provided me with a keen sense of fairness in the administrative process. The Planning Board Chairman needs to ensure, to the extent possible, that all parties in the zoning and development process are treated fairly, have an opportunity to be heard, and that the decisions rendered are well thought out, consistent, and follow established standards and precedents. The Planning Board Chairman is the key player in this process as he serves as the public face of the Planning Board, and his comments will be closely followed by the public, by staff and by the other members of the Planning Board.

Because my views will be considered by the Council in reviewing this application, I want to briefly comment on some of the issues facing the Planning Board over the next four to eight years. I believe Montgomery County has done an excellent job in adopting master plans which serve as guides to development without becoming so specific that they straightjacket developers. However, as the County increasingly looks to flexible planning tools such as floating zones and town center zones, there will become an increasing need to provide guidance in the plans as to the type, location and appearance of development in these zones. This will serve both to increase public confidence in the planning process, and to provide guidance to developers and landowners as to exactly what they can expect.

I am also concerned that traffic congestion has overwhelmed many of our communities and that master plans do not adequately consider transportation needs when zoning is adopted and approved. As a result, I favor more detailed transportation modeling when master plans are adopted. This needs to be done on both a master plan level, as well as on a county-wide level. During the next four years the Intercounty Connector will be constructed, and a great deal of attention will need to be directed both to the construction of this road as well as the impact it will have on our master planned communities. Many of these communities have long been assured that the road would not serve as the basis for increased development, and the Planning Board will need to be vigilant if this commitment is to be kept.

DAVID C. GARDNER
ATTORNEY AT LAW

I also favor construction of the inner purple line. This improvement is necessary in order to alleviate congestion on our down-county roadways, to alleviate congestion on the Beltway, and to continue the revitalization of Takoma Park and Silver Spring. It will also provide the long-overdue link between the red line and enable Metro to serve many more residents.

I believe that the implementation of public improvements and services must be a greater focus of the Planning Board. In the past the Board has been required to expend considerable effort and resources in the development of master plans, and now that these plans are in place, I believe the same effort needs to be made to ensure that the public improvements shown in the plans are coordinated and constructed. An example of such improvements are the number of sidewalks and bikeways which are planned throughout Montgomery County. Too many of our highways and primary residential streets were constructed without safe sidewalks. While these may be shown on our master plans, I believe the public should not have to wait for development to arrive before it has safe places for its children to walk or ride their bikes. Therefore, I believe construction of these should be accelerated. One way to do so would be to adopt a timetable for construction of public improvements at the time a master plan is adopted. This would require better coordination between master plans and the CIP, which I believe is necessary and vital if our County is to continue to grow and prosper.

Montgomery County has long prided itself on its efforts to provide moderately priced, affordable housing to people who could not otherwise live in our County. This needs to remain a high priority and means must be found to ensure that such housing is not just discussed, but built. In addition to the MPDU Ordinance, the Planning Board needs to examine our floating zones, town center and central business district zones to determine if they can be changed to ensure more affordable housing in our community. In addition, master plan amendments must be viewed as opportunities to upgrade existing communities to provide such affordable housing where it is necessary and appropriate. Public-private partnerships will also be necessary if some of our older communities are to be upgraded and improved. The Kirby property in Olney is an excellent example of one such opportunity.

Regional planning issues will increasingly dominate the attention of the Planning Board in years to come. The Planning Board Chairman will have a key role in coordinating growth and development in Montgomery County with that of surrounding jurisdictions. Until more regional cooperation is the norm, we will continue to suffer from zoning and development decisions made by our neighboring jurisdictions. There is no simple solution to this dilemma, and continued time and attention will need to be paid to this issue if our County is not to become overwhelmed by traffic and environmental impacts generated by development outside the County.

DAVID C. GARDNER
ATTORNEY AT LAW

Preserving the agricultural wedge, and providing adequate open space, parks and recreational opportunities for our residents must continue to be priorities for the Planning Board. The pressures to develop the areas set aside as agricultural and open space will continue to mount and the Planning Board must remain vigilant to ensure that these areas are preserved and enhanced. I also believe that our parks are some of our greatest assets. Use and development of our parks must remain a primary focus of the Planning Board. As with redevelopment projects, I believe that use of our parks can be enhanced by exploring public-private partnerships which would allow private groups to use and improve our parks while ensuring that they remain in public ownership.

Finally, I believe that preserving and enhancing the public's trust and confidence in the planning process is both vital and necessary. The Planning Board must continue to bring all sides of the development debate together in order to reach a consensus as to our County's goals and needs. If I am appointed as Planning Board Chairman I would seek to reach out to all sides of this debate and would attempt to involve all sides in the planning process. I would also implement and monitor a quality control process in which feedback from the public is solicited, so that my office would be alerted to problems or complaints about staff or programs run by the Planning Board or Parks Department. I would also continue to monitor the public hearing process to ensure that the public feels it is provided a fair opportunity to be heard on the issues brought before the Planning Board.

Thank you for this opportunity to express my interest in serving as the Planning Board Chairman. I look forward to meeting with you and other members of the Council to further discuss my qualifications for this office.

Very truly yours,



David C. Gardner

Enc.

DAVID CARTER GARDNER**ATTORNEY AT LAW**

17501 Country View Way, Ashton, Md. 20861

301/762-8475

PROFESSIONAL EXPERIENCE:**1986 - Present****Law Offices of David C. Gardner, 600 Jefferson Plaza, Suite 308, Rockville, MD**

Principal partner of firm engaged in general practice with an emphasis on litigation and real estate, primarily in the areas of personal injury, domestic, criminal and zoning law. I also represent homeowner and condominium associations and have appeared in all Maryland Courts, including the Court of Appeals and the Federal District Court. I have also appeared before the Planning Board, Board of Appeals, Hearing Examiner and Montgomery County Council on zoning and land use issues and perform real estate settlements as a title agent for Old Republic Title Insurance Company.

1983 - 1986**Kivitz & Liptz, Washington, D. C.**

Associated with firm engaged in litigation of personal injury, title insurance defense, domestic and commercial matters, as well as the representation of condominium and homeowner associations.

1982 - 1983**Belli, Weil & Jacobs, Rockville, Maryland**

Associated with firm engaged principally in litigation of personal injury, divorce, worker's compensation and malpractice matters.

1981 - 1982**Honorable Philip M. Fairbanks, Sixth Judicial Circuit, Rockville, Maryland**

Judicial Clerk engaged in drafting legal opinions, preparing jury instructions, reviewing pleadings, researching legal issues and advising Judge Fairbanks.

EDUCATION:*The Washington College of Law, The American University, Washington, D. C.**Juris Doctor Degree, May 1981 (3.21 GPA)**Captain, Jessup Moot Court Team Placing First in Mid-Atlantic Region, 1981**Recipient, Fourth Place Individual Oralist Award, National Finals, Jessup Moot Court, 1981**Member, Jessup Moot Court Team Placing Second in Mid-Atlantic Region, 1980**The University of Maine, Orono, Maine**B.A. in History, with honors, 1976**Alpha Psi Omega, Honorary Drama Fraternity***CIVIC AND PROFESSIONAL ACTIVITIES:***Ashton-Sandy Spring Master Plan Citizens Advisory Committee Member (1993-1997)**Panel Chairman for Montgomery County Commission on Common Ownership Communities (1992-2002), member of rule making committee proposing hearing rules (1997)**Greater Olney Civic Association, Second Vice President (1989-Present); Delegate (1988-1989); President (1985-1987); First Vice President (1983-1984)**Olney Oaks Townhouse Association, President (1982-1985), Board Member (1986-1987)**Brookeville Knolls Homeowners Association, Vice President (1987-1989)**Montgomery County Civic Federation, Delegate (1986-1987), Committee Member (Various Committees 1986-1989)**Olney Chamber of Commerce, Member (1985 - 1998)**Recipient, Greater Olney Civic Association Citizen of the Year Award (1987), Worker of the Year Award (1988), Special President's Award (1989)**Member, Community Associations Institute (1991 - present) and author of articles for Quorum, magazine published by Association for professional membership**Speaker on Community Association Dispute Resolution for Lorman Enterprises (2004, 2005 & 2006)**Head Coach, Tournament Youth Roller Hockey Team (1996-Present), Head Coach and Assistant Coach for Montgomery Youth Ice Hockey Association (1992-2000), Head Coach, Olney Boys & Girls Club Soccer Program (2003-Present)***BAR MEMBERSHIP:**

Maryland Bar (1981); District of Columbia Bar (1983); Federal District Court of Maryland (1985); U.S. Supreme Court (1986); Montgomery County Bar Association (1981 - present)

PERSONAL: *Born September 6, 1954. Married, four children.*

cc-HCB
**Royce
Hanson**

18932 North Meadow Fence Road, Montgomery Village, MD 20886
Phone/Fax: 301-330-9208 rhanson@gwu.edu

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PL

May 15, 2006

Montgomery County Council
Rockville, MD

022919

Dear Council Members:

I submit herewith my application for your consideration for appointment as chairman of the Montgomery County Planning Board. A biographical sketch and my curriculum vitae are attached. I should be honored to serve my county once more if my qualifications meet with your approval.

Respectfully,


Royce Hanson

Attachments:
biographical sketch
curriculum vitae

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Royce Hanson, Research Professor and Director, Center for Washington Area Studies, George Washington Institute of Public Policy, The George Washington University, has written books and articles on urban policy, politics, and development; legislative processes; and constitutional law. His most recent book is *Civic Culture and Urban Change: Governing Dallas* (Wayne State University Press, 2003). He is co-author of a series of recent scholarly articles that have broken new ground in the analysis of urban sprawl.

Hanson's career has been a blend of scholarship and professional practice. He taught at the American University from 1957 to 1971, served concurrently as President of the Washington Center for Metropolitan Studies (1966-1970) and director of the New Communities Study Center of Virginia Polytechnic Institute and State University (1970-71). From 1959 to 1964 he led the Maryland Committee for Fair Representation in its successful judicial and legislative fight to establish the one person-one vote principle for election of state legislatures. His work on reapportionment is reflected in his book, *The Political Thicket: Reapportionment and Constitutional Democracy* (Prentice-Hall, 1966). In 1964 and 1966 he was the Democratic nominee for Congress in the old 6th and, after redistricting, the 8th Maryland congressional districts. He was elected as a delegate to the 1967 Maryland Constitutional Convention.

During the 1970s, he chaired the Montgomery County Planning Board of the Maryland-National Capital Planning Commission, providing the leadership for establishment of one of the nation's most comprehensive and effective growth management systems. Under his leadership Montgomery County adopted innovative new sector plans and regulations to manage development of its business districts and transit station areas, the area's first adequate public facilities ordinance, the plan and ordinance for historic preservation, and its Agricultural Reserve, one of the nation's most effective rural and agricultural conservation programs.

Hanson left the Planning Board in 1981 to serve as project director of the National Research Council's Committee on National Urban Policy, which produced two reports: *Rethinking Urban Policy: Urban Development in an Advanced Economy* (National Academy Press, 1983) and *Perspectives on Urban Infrastructure* (National Academy Press, 1984). In 1983 he became Associate Dean and Professor of Public Affairs and Planning of the Hubert H. Humphrey Institute of Public Affairs of the University of Minnesota, where he led a major study of the state legislature: *Tribune of the People: The Minnesota Legislature and Its Leadership* (University of Minnesota Press, 1989). In 1987 he was selected as Dean and Professor of Political Economy of the School of Social Sciences at the University of Texas at Dallas.

In 1998, Hanson joined the faculty of the Policy Sciences Graduate Program of the University of Maryland Baltimore County and also served as Interim Director of the Center for Urban Environmental Research and Education. He conducted research on urban sprawl, smart growth policy, state recreation needs, and the civic engagement of corporate leaders.

Hanson is a Fellow of the National Academy of Public Administration, recently chairing panels that recommended reforms in National Park Service capital construction systems, management of the Bureau of Indian Affairs, and management of the U.S. Park Police. He chairs the Maryland Environmental Trust and the Citizens Advisory Committee for the Legacy Open Space program. He is a member of the boards of the Maryland Center for Agro-Ecology and the Community Ministry of Montgomery County. He earned a BA in economics from the University of Central Oklahoma, an MA and PhD in government and public administration, and a JD from The American University. He is a member of the Maryland Bar.

ROYCE HANSON
CURRICULUM VITAE
April 2006

Current Position:

Research Professor & Director
Center for Washington Area Studies
George Washington Institute of Public Policy
The George Washington University
805 21st Street, N.W.,
Washington DC 20052
Phone: 202-994-5278
Fax: 202-994-8913
Email: rhanson@gwu.edu

Education:

A.B. (economics) University of Central Oklahoma (formerly Central State College), 1953
M.A. (government and public administration) The American University, 1957
Ph.D. (government and public administration) The American University, 1963
J.D. Washington College of Law, The American University, 1983

Previous Positions:

Professor of Practice, Policy Sciences (2001-2002) and Interim Director
Center for Urban Environmental Research and Education; Visiting Professor
(1998-1999; 2000-); Wilson H. Elkins Visiting Professor (1999-2000) University
of Maryland, Baltimore County

Dean (1987-1996), School of Social Sciences and Professor of Political Economy
(1987-1998) University of Texas at Dallas

Associate Dean and Professor of Public Affairs and Planning
Hubert H. Humphrey Institute of Public Affairs
University of Minnesota, 1983-87

Senior Staff Officer and Project Director
Committee on National Urban Policy
National Research Council, 1981-83

Commissioner (1971-1981) and Chairman (1972-1981)
Montgomery County Planning Board;
Maryland-National Capital Park and Planning Commission

Professor and Director
New Communities Study Center (Reston, Virginia)
College of Architecture
Virginia Polytechnic Institute and State University, 1971-1972

President Washington Center for Metropolitan Studies, 1966-1971;
Associate Director, 1965-1966 (part time)

Visiting Professor of Urban Affairs
University of Maryland, 1971

Professor (1967-1972);
Associate Professor (1965-1967);
Assistant Professor (1959-1965);
Instructor (1957-59)
School of Government and Public Administration
The American University

Staff Member
Municipal Manpower Commission, 1961

Honors and Awards:

First recipient, Royce Hanson Award for Agricultural Preservation, Montgomery
County Countryside Alliance, 2005
American Specialist Award, USIS, Lecture tour on Professional Ethics and New
Developments in Public Administration, in Mexico, 1998
Andrew Cecil Lecturer, University of Texas at Dallas, 1992
Fellow, National Academy of Public Administration, 1985-
Salzburg Seminar Faculty, 1987
Distinguished Alumni Award, College of Public Affairs, American University,
1983
Elizabeth Scull Award (first recipient) for Public Service, 1981
Special Award for Contributions to Planning in the National Capital Area,
National Capital Chapter, American Planning Association, 1981
Conservation Award, Potomac Valley Chapter, Trout Unlimited (for preservation
of Paint Branch watershed) 1980
American Specialist Award, USIS, Lecture tour on the Urban Crisis, in Middle
East and South Asia, 1970
Distinguished Alumni Award, University of Central Oklahoma, 1966
Outstanding Young Men of Maryland, 1966

Teaching Experience:

Courses taught at The American University (full responsibility unless indicated by
*):

Undergraduate:

- American Government: National
- American Government: State and Local
- Political Behavior
- Washington Semester
- Seminar on New Towns

Graduate:

- Political Parties
- American Political Thought
- Scope and Method in Political Science
- Formulation of Public Policy*
- Field Seminar in American Government
- Seminar for Teachers of Political Science
- Comparative Local Government
- Metropolitan Analysis
- Urban Politics
- Urban Administration
- Governmental Planning
- Doctoral Seminar in Urban Affairs

At Virginia Tech:

- Seminar on Development of New Communities

At University of Minnesota (graduate only):

- Policy Process*
- Public Management
- Intergovernmental Relations
- Law and Public Affairs
- Law and Urban Affairs
- Seminar on Legislative Decision Making
- Seminar on Leadership and Professional Responsibility in Public Affairs*

At The University of Texas at Dallas:

Undergraduate:

- Constitutional Law
- The Courts and Equality (undergraduate interdisciplinary course)
- Introduction to American Government: National
- Political Economy of Texas Government--honors course

Graduate:

- Public Management
- Public Policy Institutions and Processes I & II
- Workshop: Governance of the Dallas-Fort Worth Metroplex

Proseminar in Governance
Dissertation Seminar in Governance
Law and Ethics for Public Officials
Law and Public Policy
Proseminar in Policy Institutions and Processes

In the Alliance for Medical Management Education (UTD-
UTSouthwestern Medical Center)

Strategic Management
Washington Seminar on National Health Policy and Regulation

At the University of Maryland, Baltimore County:

Graduate:

Ethics and Public Policy
Urban Problems and Policy Analysis
Law and the Policy Process
Intergovernmental Relations and the Politics of Federalism
Research Seminar on Growth Management
Seminar on Professional Leadership in Public Affairs
Capstone Seminar in Policy Sciences
Seminar on Best Practices in Environmental Management

At The George Washington University

Graduate:

Politics and Public Policy
Capstone Seminar in Public Policy and Administration

University Service (UTD):

Chair, ad hoc Committee on Promotion of L. Douglas Kiel to Professor,
1997-98

Member, Doctoral Examination Committee in Theories of Political
Economy, 1997-98

Development of Center for U.S.-Mexico Affairs, 1995-96

Organizer, UTD-University of Guanajuato "Governors Leadership
Seminars" for state cabinet and other officials in State of Guanajuato,
Mexico, 1996-97

Special assignments: UT System Governmental Affairs Council,
representing UTD; member, Regents Advisory Committee on
Endowment Lands of UTD, 1995-96.

Chair, University Committee on Information Resources, 1992-95

Chair, Committee on Campus Facilities, 1994-95

Chair, Search Committee for Dean of Engineering and Computer Science, 1995

Chair, Search Committee for University Registrar and Director of Admissions, 1991

Member, ad hoc committee of faculty and administrators to develop faculty grievance procedures, 1991-92; ad hoc committee of faculty and administrators to develop university procedures for program terminations in absence of fiscal crisis, 1989-91.

Member, Andrew Cecil Lecture Series advisory committee, 1987-1996.

Member, Advisory Committee on Municipal Law, Southwestern Legal Foundation, 1988-1996.

Other Professional Experience:

Consultancies:

Montgomery County Council, 2006—planning issues--*pro bono*

City of Dallas, Charter Revision Committee, 2003.

Community Council of Greater Dallas (1992-93)--strategic planning

City of Dallas Citizens Charter Review Committee (1989) *pro bono*

Metropolitan Waste Control Commission (Minneapolis-St. Paul region, 1984-87)--board-staff relationships and roles

Urban Institute, Urban Infrastructure Network (1983)

Committee on National Urban Policy, NRC (1983-84)

Tennessee Valley Authority (1979-80)

U.S. Dept. of Housing and Urban Development (1977-78--Management of New Community Development in the U.S. and U.S.S.R.; 1971--Management of Services in New Communities; 1965--Metropolitan Councils of Government)

Metropolitan Fund, Detroit, MI (1971)--paired new towns

U.S. Information Agency (1970)

Twentieth Century Fund task force on the governance of new towns (1970)

Municipal Manpower Commission (1961-62)

Joint Committee on Washington Metropolitan Area Problems, U.S. Congress (1957)

Related Experience:

Editorial Board, *Government and Policy*, 1999-

Editorial Board, *Public Works Management & Policy*, 1995-2000

Editorial Board, *Advances in Public Administration*, Sage Publications,
1993-1998

Faculty, Salzburg Seminar -- "Divided Cities" (1987)

American Delegation to Soviet Union on management of new
communities (1977)

Expert Testimony before Congressional and State Legislative Committees
in Maryland and Minnesota; Federal Court (Dist. Del.)--various
subjects, 1964-1989

Member, Editorial Advisory Board, Columnist, Washingtonian Magazine,
1965-78

American Specialist Award, USIA -- lecture tour of Middle East and
South Asia (1970)

American Specialist Award, USIA—lecture tour of Mexico (1998)

Public and Professional Service:

Member, Expert Advisory Panel on the Updated Plan for the U.S. Capitol Complex,
2004-2005.

Chair, Panel on Management of the U.S. Park Police, National Academy of Public
Administration, 2004; 2001.

Member, Panel on Management of the Presidio Trust, National Academy of Public
Administration. 2003.

Member, Board of Directors Nominating Committee, National Academy of Public
Administration, 2000-2001

Member, Membership Committee, National Academy of Public Administration, 1999-

Chair, Board of Trustees, Maryland Environmental Trust, 2001-; member, 2000-

Member, Board of Directors, Community Ministry of Montgomery County, MD. 2000-;
Chairman, Advocacy Committee, 2005-

Co-Chair, Advisory Committee on Legacy Open Space, Montgomery County, Md. 2000-

Member, Standing Panel on Social Equity, National Academy of Public Administration,
2000-

Vice Chair, Charter Review Commission, Montgomery County, Md., 1999-2002

Chair, Panel on Management of the Bureau of Indian Affairs, National Academy of
Public Administration, 1999

Chair, Panel on National Parks Service Construction Management, National Academy of Public Administration, 1998; Chair, panel reviewing implementation of the report, 2002.

Member, National Academy of Public Administration project on local self-government in the Republic of Georgia October (1996)

Member, National Academy of Public Administration Advisory Board, Georgian-American Institute of Public Administration, Republic of Georgia (1994-2000)

Member, Board of Directors, Greater Dallas Planning Council (1994-96); Vice President for Programs, 1995.

Member, Core Group, Council of Leaders and Moderator of Council of Leaders Meetings, Greater Dallas Community of Churches (1994-1996).

Chair, Advisory Committee on Infrastructure Project, National Academy of Public Administration (1993)

Member, Expert Panel on Municipal and Regional Governance, National Academy of Public Administration Seminar for Estonian Municipal Association, 1993.

Member, (representing National Academy of Public Administration) American Panel on Federalism, Moscow, 1991.

Member, Standing Panel on Federalism, National Academy of Public Administration (1990-)

Advisory Committee on the Genome Project, Council of State Governments (1991-1992)

Board of Directors, Dallas Alliance (1989-1992)

Committee on Education, Greater Dallas Chamber of Commerce (1989)

Ad Hoc Committee on Budget Issues, City of Dallas (1988)

Member, Steering Committee, Governor's STEP Program (Strive Toward Excellence in Performance), Minnesota State Government (1985-1987)

Executive Committee, National Association of Schools of Public Affairs and Administration (1986-1989; Chairman, Committee on Standards, 1989)

Member, Commissioner's Task Force on AIDS, Minnesota Department of Health, 1986-1987

Member, Citizens Advisory Committee on Little Bennett Regional Park, Montgomery County, MD, 1981-83

Trustee, R.P. Johnson Housing Foundation (nonprofit housing sponsor organization of the National Capital Presbytery) 1978-83

Member, Metropolitan Washington Council of Governments Land Use Committee, 1971-1981

Member, Rock Run Sewage Treatment Plant Task Force, 1979-80

Chairman, Steering Committee for Little Seneca Lake, 1978-80

Chairman, Advisory Committee on Agricultural Preservation in Montgomery County, 1978

Member, Governor's Commission on the Patuxent River Basin, 1977-78

Chairman, Advisory Committee on Zoning for Central Business Districts and Transit Station Areas, 1971-72

Member, Board of Trustees, United Planning Organization, 1967-71 (Washington regional anti-poverty agency)

Co-founder (with Russell Train) and Vice Chairman, Potomac Basin Center, 1968-71

Vice President, D. C. Chapter, American Society for Public Administration, 1970

Member, Committee to Review the General Plan, 1967

Member, Montgomery County Charter Revision Commission, 1967-1968; Chairman, Committee on Style

Delegate, Maryland State Constitutional Convention, 1967-1968

Member, Board of Governors, Housing Development Corporation (low income housing sponsor in District of Columbia)

Founder and Secretary-Treasurer, National Committee for Fair Representation, 1965-1966

Founder, Executive Vice President; President, Maryland Committee for Fair Representation, 1959-1966

Member, Board of Governors, Montgomery County Citizens Planning Association, 1960-1964

Political Activity:

Democratic Party Chair, Precinct 9-17, Montgomery County, MD. 1998-2002

County Chairman, Carter-Mondale campaign, 1976

County Chairman, Tydings for U.S. Senate, 1976

Delegate, Democratic National Convention, 1976 and 1964

Democratic nominee for Congress (MD) 1966 and 1964

Manager, Shearin for Judge Committee, 1962

Secretary-Treasurer, Oklahoma Young Democrats, 1952-53; College Secretary, 1951-52

Major Publications:

"Courts in the Thicket: The Problems of Judicial Standards in Apportionment Cases," 12 *American University Law Review* 51 (1963)

The Politics of Metropolitan Cooperation: Metropolitan Washington Council of Governments. Washington: Washington Center for Metropolitan Studies, 1964.

Fair Representation Comes to Maryland. McGraw Hill, 1964.

Metropolitan Councils of Government. U.S. Advisory Commission on Intergovernmental Relations, 1966.

The Political Thicket: Reapportionment and Constitutional Democracy. Prentice Hall, 1966.

The Anatomy of the Federal Interest. Washington Center for Metropolitan Studies, 1967.

"The Inner City and a New Urban Politics," with Harvey S. Perloff, in Joint Economic Committee, U. S. Congress, *Urban America: Goals and Problems*, 1967.

"Congress Copes with Mass Transit," in Frederick Cleveland, ed., *Congress and Urban Problems.* Brookings, 1969.

"Toward a New Urban Democracy: Metropolitan Consolidation and Decentralization," 58 *Georgetown Law Journal* 863 (1970).

Comprehensive Planning for Metropolitan Development, sr. author, Urban Mass Transportation Administration, U.S. Dept. of Transportation, 1970.

New Towns, Laboratories for Democracy. Twentieth Century Fund, 1971.

Urban Growth Policy: A Counter Report (editor): The Bureaucrat, 1973.

"Land Development and Metropolitan Reform," in Lowdon Wingo, ed., *Reform as Reorganization*. Johns Hopkins Press, 1974.

Management Practices in U.S. New Communities (with Kenneth R. Abel). Community Development Administration, U.S. Dept. of Housing and Urban Development, 1977.

"New Towns: Utopian Prospects - Hard Realities," in Donald C. Klein, ed., *Psychology of the Planned Community: The New Town Experience*. Human Sciences Press, 1978.

Critical Issues for National Urban Policy (editor). National Academy Press, 1982.

The Evolution of National Urban Policy 1970-1980: Lessons from the Past. National Academy Press, 1982.

"The Effect of Tax and Expenditure Limitations on Regionalism," in Jerome Rose, ed., Center for Urban Policy Research, Rutgers University, 1982.

National Policy and the Post Industrial City: An International Perspective. National Academy Press, 1982.

"Amenity Infrastructure and Urban Economic Development" (with David Parham). The Urban Institute, 1983.

Rethinking Urban Policy: Urban Development in an Advanced Economy (editor). National Academy Press, 1983.

Perspectives on Urban Infrastructure (editor). National Academy Press, 1984.

"The Supreme Court and the Federal System: The Constitutional Basis for Urban Policy," in Charles Warren, ed., *Urban Policy in a Changing Federal System*. National Academy Press, 1985.

"U.S. Cities in Transformation," *Futures*, June, 1985.

Urbanization and Development: The Policy Issues. National Association of Housing and Redevelopment Officials, 1986.

- "Institutional Renewal in American Cities," *Annals of the American Academy of Political and Social Sciences*, November, 1986.
- "Urban Development in an Advanced Economy," in Gary Gappert, ed., *The Future of Winter Cities*. Sage, 1987.
- The Next Generation in the Management of Public Works: Getting Some of It Together*. National Academy of Public Administration, 1987.
- "Water Policy: The Next Fifty Years," in Robert Herman, ed., *Cities and Their Vital Systems: Infrastructure Past, Present and Future*. National Academy Press, 1988.
- Tribune of the People: The Minnesota Legislature and Its Leaders*. University of Minnesota Press, 1989.
- "Rethinking Urban Water: Its Institutional Future," in Howard Rosen and Ann Durkin Keating, eds., *Water and the City: The Next Century*. Chicago: Public Works History Society, 1991.
- "National Urban Economic Development Policy." *Journal of Urban Affairs* 14:217-238 (1993). With Harold Wolman, Lawrence Ledebur, Marie Howland, and Edward Hill.
- "Reading Lips and Biting Sounds: The Ethics of Political Communications," in W. Lawson, Taitte, ed., *The Morality of the Mass Media*. Dallas, Texas: The University of Texas at Dallas, 1993.
- Urban Places and Spaces: Getting Serious about National Policy and Urban Physical Systems, in Harold Wolman and Elizabeth Agius, eds., *National Urban Policy: Problems and Prospects*. Detroit, Mich.: Wayne State University Press, 1996.
- Is Maryland Growing Smart? A Growth Indicators and Reporting System for Measuring Achievement of the Goals of Maryland's Smart Growth Policy*. Maryland Institute for Policy Research and analysis, UMBC. 20001. With Jason Freihage.
- "Wrestling Sprawl to the Ground: Defining and Measuring an Elusive Concept." *Housing Policy Debate*. 2001. With George Galster, Harold Wolman, Jason Freihage, and Stephen Coleman.
- Civic Culture and Urban Change: Governing Dallas*. 2003. Detroit, MI: Wayne State University Press.
- "Innovative Environmental Education Contributes to Improved Management Practices in the Mid-Atlantic Region of the United States." 2004. *Environmental Monitoring and Assessment* 94:205-215. With M. Patricia Bradley and Eric S. Walbeck.

"The Fundamental Challenge in Measuring Sprawl: Which Land Should Be Considered?" 2005. *The Professional Geographer*, 57(1):94-105. With Harold Wolman, George Galster, Michael Ratcliffe, Kimberly Furdell, and Andrea Sarzynski.

"Verifying the Multi-Dimensional Nature of Metropolitan Land Use: Advancing the Understanding and Measurement of Sprawl. 2005. *Journal of Urban Affairs* 27(3): 235-260. With Jackie Cutsinger, George Galster, Harold Wolman, and Douglas Towns.

Testing the conventional wisdom about land use and traffic congestion: The more we sprawl, the less we move? *Urban Studies* 43(3) pp. 601-626 (2006). With Andrea Sarzynski, Harold Wolman, and George Galster.

Work in Progress:

Anything for a Vote? The Ethics of Political Campaigning. Book, mss 60% complete

The Civic Engagement of Corporate CEOs in Urban Problem Solving. Research Project funded by The Brookings Institution and the Urban Consortium. Under review.

"Searching for the Polycentric Metropolis (and How to Know One If We See It)", with Andrea Sarzynski, Hal Wolman and Mike McGuire. Under review.

Lectures, Papers, Presentations:

Over the last 40 years I have delivered lectures and papers at the following institutions and organizations:

U.S. Geological Survey Urban Dynamics Program; Resources for the Future; Andrew Cecil Lecture Series, University of Texas at Dallas; Southwestern Legal Foundation; Salzburg Seminar in American Studies; American Society for Public Administration; American Planning Association; Urban Land Institute; National Association of Home Builders; National League of Cities; National Association of Housing and Redevelopment Officials; National Association of State Universities and Land Grant Colleges; American Law Institute Continuing Legal Education Course; Maryland Bar Association Continuing Legal Education Seminar; National Academy of Public Administration; National Academy of Sciences seminar; National Academy of Engineering seminar; American Academy of Political and Social Sciences; George Washington University; Catholic University; Howard University; Industrial College of the Armed Forces; University of California at Irvine; University of Illinois-Champaign-Urbana; University of Georgia; University of Pennsylvania; Harvard University; Pennsylvania State University; University of Maryland; University of North Carolina - Asheville; The Smithsonian Institution; The Greater Cleveland Foundation; The University of Akron; Wayne State University, Urban Affairs Association; Resources for the Future.

Memberships:

Fellow, National Academy of Public Administration (elected 1985)
Maryland State Bar Association 1983-
Urban Affairs Association
American Civil Liberties Union

Personal Information:

Married Mary Byrd Gesler, Feb. 8, 1958.

Three children: Royce Brooks Hanson, Derwood, MD; Mark Christopher Hanson, Covington, GA; Juliette Hanson, Wooster, OH.

Veteran, U.S. Army, 1953-55.

Home address:

18932 North Meadow Fence Road
Montgomery Village, MD 20886
PHONE/FAX (301) 330-9208
email: rhanson@gwu.edu

BCC-MCPB

JF
CC

Wendell M. Holloway, Ph.D.
11805 Canfield Road
Potomac, MD 20854-2815
(301) 340-7296
wmholloway@comcast.net

021464

April 6, 2006

The Honorable George L. Leventhal
President
Montgomery County Council
100 Maryland Avenue
Rockville, MD 20850

Dear President Leventhal:

I would like to make a formal application for the chairmanship of the County's Planning Board. Recent events have convinced me that this unit of County government needs an experienced administrator that is familiar with managing both public and private forces. I believe that I have all of the qualifications for this assignment and I believe that I could be an active force that could ensure that our citizens get the very best services available.

My "bottom line" is that this interest is a direct result of having enjoyed a very happy history in our County. My family also received great benefits from the life experiences they shared here and still treasure. If I can spend a few years giving something back to this community we love, I will be both pleased and grateful.

Sincerely yours,

Wendell M. Holloway
Wendell M. Holloway

Enclosure

2006 APR - 6 AM 11:19

RECEIVED
MONTGOMERY COUNTY
COUNCIL

89

WENDELL M. HOLLOWAY

11805 Canfield Road
Potomac, Maryland 20854

Home: 301.340.7296
Mobile: 240.418.3695

E-Mail: wmholloway@comcast.net

EDUCATION:

| | |
|--|------|
| Ph. D. University of Southern California (Public Administration) | 1975 |
| M.P.A. University of Southern California (Public Administration) | 1973 |
| M.S. University of Southern California (Systems Management) | 1967 |
| B.A. Ohio Wesleyan University (Sociology & Psychology) | 1954 |

TECHNICAL/PROFESSIONAL TRAINING

| | |
|--|------|
| Ford Motor Company - Senior Executive Program II, Dearborn, MI | 1989 |
| U.S. Air Force - Academic Instructor's Course, Maxwell AFB, AL | 1973 |
| U.S. Air Force - Advanced Production Management Course, Lowry AFB, CO | 1971 |
| U.S. Air Force - Procurement Staff Officer's Course, Wright Patterson AFB, OH | 1970 |
| U.S. Air Force - Executive Level Internship in Production and Logistics Management at McDonnell Douglas Corp., Long Beach, CA | 1970 |
| U.S. Air Force - Pilot Training (KC-135A) 707/320B at Castle AFB, CA | 1958 |
| U.S. Air Force - Pilot Training (Basic & Advanced) | 1955 |

EMPLOYMENT HISTORY

Member, Montgomery County Board of Appeals Montgomery County, Maryland

October 2004 - Present

Considers and evaluates individual and commercial land use proposals in Montgomery County, Maryland. The Board of Appeals serves as the decision-making body for requested land uses that fall under the mandates of the Montgomery County Council.

Vice President, Government Relations Suburban Hospital Healthcare System, Inc.

June 2000 - July 2003

Served as the principal liaison for the System with Federal, State and local elected officials. Served as the principal liaison for the System with the regulatory bodies and commissions responsible for Certificate of Need approval and specialty expansion.

Interim President, Bowie State University

January 1999- March 2000

Appointed by the Board of Regents, University System of Maryland to lead this Carnegie Comprehensive I University while a search for a new president was conducted. Represented the 5000 plus campus before all forums and agencies, including Maryland's General Assembly. Maintained a balanced budget during my tenure and secured the first doctoral program for the University.

Member, Montgomery County Board of Appeals Montgomery County, Maryland

1996-1999

Considered and evaluated individual and commercial land use proposals in Montgomery County, Maryland. The Board of Appeals serves as the decision-making body for requested land uses that fall under the mandates of the County Council.

**Director, Washington Center, School of Urban & Regional Planning
University of Southern California**

1995-96

Started this branch of USC's School of Urban & Regional Planning to serve working professionals and administrators in the Washington Metropolitan area that wanted to increase their store of knowledge and enhance their careers in land use, zoning and development. School was merged with the School of Public Administration in early 1997 and the position/office was eliminated.

Adjunct Professor of Developmental Studies

School of Urban & Regional Planning, University of Southern California

1995-96

Taught classes in business, land use and land developmental management.

President and CEO, Holloway & Associates

1994-95

Formed governmental relations consulting firm specializing in transportation infrastructure issues and commercial freight movement in all modes (rail, maritime, motor carrier and air). Merged Company with the McPherson Group after it was founded in January of 1995.

Managing Director and Founder, the McPherson Group

1995-2001

Formed broad based governmental relations consulting firm specializing in resolving problems for clients in their interactions with the United States Government. Firm offers clients talent and experience in public policy analysis, congressional relations and regulatory affairs. Specialty issues include transportation concerns affecting commercial freight movement in all modes (rail, maritime, motor carrier and air); research and grant issues affecting public and private institutions of higher learning; financial services issues affected by federal regulatory and legislative policy; and, Defense Department procurement of research, products and services.

Ford Motor Company Employment History

1977-1994

Positions carried responsibility for maintaining daily liaison with the Executive Branch and the Congress on legislative and regulatory issues. The scope of issues covered was broadened as subsidiaries were acquired and shifts occurred in related corporate business practices. The final Executive position held required managing the coverage of issues affecting corporate business practices, trade and international operations, antitrust law, labor relations, personnel policies, highway finance, highway infrastructure, product shipping and transportation concerns. Primary tasks also included managing issues related to the financial services operations at all Ford subsidiaries (The Associates, First Nationwide Bank, Ford Motor Credit and U.S. Leasing International).

All of the positions held required broad based policy analysis and the development of legislative and regulatory strategy that would help achieve the Company's business plan objectives. Served as the principal advocate for Company positions on legislative and regulatory issues being managed and was a Registered Lobbyist throughout Ford employment.

**Legislative Manager, Corporate and International Affairs
Washington Affairs Office**

Aug '91 to Dec '94

**Legislative Manager, Corporate and Financial Services
Washington Affairs Office**

Dec '88 to Aug '91

**Non-Product Legislative Manager
Washington Affairs Office**

Jan '78 to Dec '88

**Research Manager
Washington Affairs Office**

May '77 to Jan '78

Congressional Employment History

**Administrative Assistant/Chief Legislative Assistant to
Rep. Yvonne Burke (D-CA) - U.S. House of Representatives**

Jun '74 to May '77

Responsible for overall management of the Congresswoman's Washington office as well as supervising the development, coordination, and processing of legislation affecting the constituents of the 28th District of California.

Position also involved the timely processing of constituent requests, legislative mail and supervising all staff action related to preparing Legislative and Executive Branch responses for Rep. Burke. Personnel responsibilities included hiring of staff personnel, work supervision, and the scheduling of administrative and legislative tasks. Individual tasks included writing speeches, press liaison, meeting with constituents and interest group lobbyists in the Member's absence and preparing issue briefing papers.

United States Air Force Career History

1954 -1974

United States Air Force career assignments included pilot duties in the Strategic Air Command, Staff positions and Air War College Faculty duties that encompassed developing combat tactics, air refueling plans and procedures, government contracting, procurement and production management, as well as senior officer academic instruction. Service included extended tours in the Vietnam War arena and other combat operations. Elected to take an early retirement as a regular Lt. Colonel to join Rep. Burke's Congressional office as her Chief of Staff and Administrative Assistant.

TEACHING EXPERIENCE

July '95 to July '96

Adjunct Professor of Developmental Studies
School of Urban & Regional Planning
Washington Center, University of Southern California
Washington, DC

Oct '94 to 1999

Adjunct Faculty, Washington Public Affairs Center
University of Southern California, Washington, DC
Courses Taught: Business and Public Policy

Oct '74 to Nov '78

Adjunct Faculty, Washington Public Affairs Center
University of Southern California, Washington, DC
Courses Taught: Administration of Financial Resources

'73 to May '74

Adjunct Assistant Professor, Air University Graduate Division,
Auburn University, Montgomery, Alabama.
*Courses Taught: Administration of Financial Resources.
Ethics in Public Administration.*

Jan. '73 to Jun '74

Seminar Leader, Air War College, Air University
Maxwell Air Force Base, Alabama.
*Courses Taught: International Relations
Public Policy and Management.*

Feb '72 to Jun '72

Graduate Assistant, School of Public Administration
University of Southern California, Los Angeles, California.
Courses Taught: Administration of Financial Resources.

PUBLICATIONS

Numerous unpublished papers and reports. Ghost written articles and speeches. Statements in the Congressional Record, etc. Minor articles in internal organizational publications, e.g., *The Public Manager and the AGB Journal*.

Dissertation: "An Analysis of Factors Critical to Decision-Making in the Source Selection Process"

POLITICAL CONSTITUENCIES

Strong political contacts in both parties and at all levels in California, Maryland, New York, Hawaii, Michigan, Missouri, Ohio, Illinois, Georgia, North Carolina, South Carolina, and New Jersey. High level political and Senior Executive Service contacts in the Departments of State, Housing and Urban Development, Interior, Defense, Commerce, Labor, Veteran's Affairs, Treasury and Transportation.

COMMUNITY INVOLVEMENT AND PROFESSIONAL AFFILIATIONS

Member, Board of Appeals, Montgomery County Maryland (**County Council Appointment**)
Former Member, Board of Regents, University of Maryland System (**Gubernatorial Appointment**)
Former Chairman and Member, Board of Trustees, State Universities and Colleges of Maryland, 1983-88 (**Gubernatorial Appointment**)
Former Member, Chancellor's Advisory Council, University of Maryland System
Former Member, Board of Trustees, Ohio Wesleyan University, Delaware, Ohio
Former Member, Board of Trustees, Suburban Hospital, Bethesda, Maryland
Former Member, Board of Visitors, Defense Acquisition University
Former Board Member, Montgomery County Chamber of Commerce
Emeritus Board Member, History Associates Inc., Rockville, Maryland
Former Board Member, St. John's Community Services, Washington, DC
Former Board Member, American Heart Association of Metropolitan Washington Area
Former Member, Attorney Grievance Commission of Maryland
Former Advisory Board Member, Ohio Wesleyan University's Arneson Institute of Practical Politics
Former President, Winterset Civic Association, Potomac, Maryland
Charter Member, Administrative Assistants Alumni Association, U.S. House of Representatives
Member, East Coast Chapter, Tuskegee Airmen International
Member, Cosmos Club (Washington, DC)
Member, Sigma Pi Phi Fraternity (Beta Mu Boule)

PERSONAL BACKGROUND

Listed in *Who's Who in the East* and *Who's Who in Finance and Industry*, Dr. Holloway is a serious Democratic Party activist who has particularly focused on Maryland's Montgomery County since 1975. He has been active in statewide Democratic campaigns in Maryland for Governor and the U.S. Senate. In 1984, he was elected as a Mondale for President Delegate to the Democratic National Convention from the 8th Congressional District. In 1986, he ran for Congress in Maryland's 8th District but was defeated in the Democratic Party Primary.

Dr. Holloway, a widower, was married for 49 years to Kay Trent Holloway, a 1958 graduate of Ohio Wesleyan University, who received her Masters degree from Auburn University. Dr. Holloway has three adult children, Brian, Karen and Jonathan, who did their undergraduate work at Stanford University and obtained their graduate degrees from Harvard and Yale. **Brian** is the President and CEO of a family-run Motivational Speaker's Bureau and Executive Coaching Service. He is a former All Pro Football Player with the New England Patriots and the L.A. Raiders and a prominent Motivational Speaker. **Karen** is the Vice President for Finance and Strategy for Corner Bakery Café. **Jonathan** is a tenured full Professor in African American Studies, History and American Studies on the faculty of Yale University. He was appointed the Master of Calhoun College effective July 1, 2005. There are thirteen grandchildren.

BCC - MCPB

9616 Old Spring Road
Kensington, MD 20895
301-949-0253 (h)
202-502-6808 (d)
jmarkrobinson@comcast.net

023175

May 23, 2006

The Honorable George Leventhal
President, Montgomery County Council
Stella Werner Office Building
100 Maryland Avenue
Rockville, MD 20850

2006 MAY 23 PM 3:27

RECEIVED
MONTGOMERY COUNTY
COUNCIL

Dear Mr. Leventhal:

Please consider this letter as my formal application for Chairman of the Montgomery County Planning Board.

I have given my decision to apply for the Chairman position serious thought. The fact that I currently serve on the Board has substantial benefits in addition to some perceived negatives. The main benefit is that the experience of the last five years provides essential continuity, and thus in-depth knowledge of the policy and administration issue the agency faces, and the respect and affection of its staff. Because my letter emphasizes the administrative needs of the agency and the urgent need to get things done, I will first address a few basic policy matters. There has been talk recently about a lack of vision at the Board. This is simply not true; the General Plan and its 1993 Refinement are live and well and the Board is well aware of its precepts and goals.

The Agricultural Reserve is under increased pressure. Congestion is growing, and future development is shifting to higher value sites along major transportation corridors. But this is exactly what is embedded in the General Plan due to its emphasis on preserving the Agricultural Reserve and concentrating development along well defined transportation corridors. The challenge facing the Board is not one of grand visioning; that exists in the Wedges and Corridors Plan (and in the newer concepts of Centers and Boulevards and the orderly building of higher densities around transit oriented locations). The problem lies with difficulties in implementation, due to the lack of the appropriate zoning tools, the need for greater sophistication in and efficiency in urban design standards, and for more precise zoning language on a wide range of issues, including the Agricultural

Reserve. These are the hard nuts and bolts matters of sound, efficient public administration, not grand overall visions.

The limited land for development assures that this greater emphasis on refined administration is the current pressing need. In a time of change and uncertainty, my chairmanship would assure there is no need for a learning period about the details of the agency's current policy goals, its internal administration practices, or what must be done to advance its ongoing renewal and reform. This is critical given the Board's unsettled state. Behind my intimate familiarity with the wide range of issues facing the Board lie five personnel characteristics that the Board chairman must possess if he or she is to be effective in this period of intense change. These characteristics are: (1) extensive administrative experience; (2) a solid knowledge of administrative law; (3) detailed knowledge of the agency's current land use procedures and practices; (4) practical experience in real estate, land use and transportation economics; and (5) proven ability to provide policy and leadership to the broader community and to the Board's staff.

On the first point, I have some 29 years of experience in the design and implementation of complex federal programs, first involving rail transportation and now energy regulation. Over two-thirds of my career has been at the GS-15 level and one third at the senior level. In my mid-30s I was responsible for designing a national program of rail regulatory reform and managed an interdisciplinary staff of 20. A central part of the mission was disseminating the reform program throughout an agency of some 2000 employees. While my work at the Federal Energy Regulatory Commission has not involved direct supervisory responsibility, it has required the management and analysis of unusually complex administrative proceedings and the coordination of those cases within the agency. In the last seven years many of these cases have involved enforcement investigations or complaints. While this experience has been helpful to the Board, to apply it the most effectiveness requires 50 to 60 hours a week.

Some 17 years as an administrative lawyer at FERC provides the administrative law experience, the second point, to support improved communications with the public, new rules of procedure, hearing, and investigative procedures required by legislation the Council enacted this year, and the ongoing adjustments to address practical reality and continuing reforms.

The third point is the practical knowledge of the agency's current land use and administrative procedures, and its responsibilities for administering the 32,700 acre park system. Some 4½ years on the Board has provided a wealth of current knowledge in both areas. The current senior management will provide an incoming chairman with excellent support on budget and personnel matters. This will free the chairman to focus on the underlying policy issues that must be

addressed. These are driven directly by the economics of the land use industry and of urban transportation under scarcity conditions. The Board should not be an advocate for the real estate development industry; however that industry will provide the bulk of the capital needed to redevelop the County's older commercial and urban areas, to implement policies of smart growth and to house our growing population. I have been a developer in the District of Columbia and am now liquidating my late father's land development company in Pennsylvania. This has required the correction of recorded documents and subdivision plats and the negotiation of utility and title issues with lot owners and the lot owners' association. At the Board, I have applied this broad background knowledge to evaluating specific land use cases, affordable housing and urban design.

A close corollary to a practical knowledge of land use economics is practical experience in transportation. It will be difficult to implement "smart growth" without a more refined approach to our transportation investment programs. The County has a sound long term transportation program developed through the TPR II program and the related Board report. However, physical implementation has not been consistent. Implementation will require many incremental investment analyses, many of which may be relatively small in scope but can have substantial benefits. New approaches to traffic and transportation corridor analysis are required for further development or redevelopment of the County's available developable land. My entire federal career has involved transportation or transmission systems and I have also worked as a private consultant on transportation planning issues. This experience is reflected in my close personal relationship with the staff in implementing the transportation policy and analyses that flowed from the Board's TPR II Report.

The last point is providing political and policy leadership. In the current environment, this is subtle, but central and critical point. The first relevant element is my extensive experience as a community representative. I have walked for many years in their shoes and understand the need for increased transparency and access. It is not enough to know the issues; one must listen as well. Things are improving but more work needs to be done in this regard. My numerous breakfasts with civic and community leaders reflect my commitment in this regard. In his or her internal role, the chairman oversees the day to day operations of the Board under delegated authority from his or her colleagues. The chair is responsible for developing working coalitions on Board level issues and explaining the resulting positions to external constituencies, and most importantly, to the Council. Only through this approach can the Board provide the Council and the public with sound advice on the wide range of land use, transportation, and park management issues the County faces at this time. Under normal circumstances, all day to day management of the staff is left to the senior staff, who report to the Board and the chair in the latter's oversight function. But,

these are not normal circumstances. As such, it would be helpful if the chairman had walked in the shoes of the staff in many areas: administrative, conceptual, technical, and legal. Ever since I joined the Board, I have had this type of close and supportive working relationship with the staff, even given its more difficult moments.

Finally, as I stated in my re-appointment interview last year, the major issue facing the Planning Board in then next several years is not its vision for the County. While this important matter finds expression in concerns about the Agricultural Reserve and the increasing urbanization of the county – these matters are on the Board's agenda and the work is well underway. However, principal focus must be on achieving further improvement in the Board's analytical procedures and in the quality of its decision making, given that land is an increasingly scarce resource; and as such, an increasing source of conflict. This requires further attention to the five matters I stated in my reappointment interview in June 2005: (1) clear definitions and delegations of authority; (2) an improved supervisory structure; (3) improved administrative procedures for handling individual regulatory proceedings; (4) continued improvement in the staff reports; and (5) greater certainty and skill in the exercise of discretion in the determining complex land use issue facing the Board. The conceptual, analytical, and administrative skills developed in 29 years of federal service, in my ongoing Board service and in my private civic and business ventures should serve the County well in these regards.

In closing, I would note that my term expires in June 2007. A resume and the required financial disclosure are attached. Thank you in advance for your consideration of my application. I look forward to appearing before the Council as part of this important decision.

Sincerely yours,

John M. Robinson
John M. Robinson

JOHN M. ROBINSON

9616 Old Spring Road
Kensington, MD 20895

Home Office Line and Fax - (301) 949-0253; Work - (202) 502-6808

E-mail - jmarkrobinson@comcast.net

Summary

Current Work Areas: Energy, Land Use, Transportation, Real Estate Investment; Other Work Experience - Finance, Personnel Law, Legislation, and Urban Affairs.

October 2002 - Current: Staff Attorney - Federal Energy Regulatory Commission - D.C. Market Rates and Tariffs; Commissioner - Montgomery County Planning Board

Senior attorney responsible for preparing orders on gas, oil, and electric rates, finance, and market structure. Current member of the Montgomery County Planning Board specializing in the relationships between land use planning, urban and suburban transportation, and housing.

July 2000 -October 2002: Staff Attorney - Federal Energy Regulatory Commission - D.C. - Market Oversight and Enforcement.

Senior attorney responsible for the market monitoring of electric, gas, and oil competition and enforcement issues in the United States west of El Paso. Member of the Montgomery County Planning Board after October 1, 2001 with emphasis on transportation and urban affairs.

1989 - June 2000: Staff Attorney - Federal Energy Regulatory Commission - D.C. - Gas Rates

Prepared numerous gas and oil orders and opinions for the Commission, including Order No. 636 restructuring proceedings (El Paso, Transwestern, and PGT), gas transportation rate design (Western and Southern territories), and oil pipeline rate cases (SFPP and Williams).

1985 - 1988: Partner - Sharp and Robinson - D. C.

Representation on real estate, finance, and employment issues, including: limited and general partnerships, property acquisitions, and condominium law; short line railroad financing, real estate financing, workouts, and bankruptcy; and race, sex, and age discrimination. Continued the transportation consulting practice with DNS Associates on a retainer basis.

1981 - 1984: Senior Consultant - DNS Associates - D. C.

Consultant on rail operations, marketing, and finance. Prepared feasibility studies for short lines and shippers, and expert testimony on competitive issues for law firms, railroads, shippers and trade associations. This included reviewing economic and financial models, analyzing market concentration issues, and the use of computer models to support complex litigation.

1976 - 1980: Senior Attorney and Chief of the Rail Competition Branch - Interstate Commerce Commission - D.C.

Designed and implemented legislative and administrative policies on rail mergers, maximum rates, rail contracts, and rate relationships. Managed a staff of fifteen economists, financial analysts, and systems personnel to prepare reports, legislation, position papers and agency orders. Received several commendations, including an outstanding performance evaluation and a merit increase.

July 1974 - 1976: Senior Attorney - United States Railway Association - D. C.

Drafted or reviewed major portions of the Association's plan for reorganizing the Penn Central Transportation Company and seven other bankrupt northeastern railroads. Negotiated asset transfers to freight railroads, Amtrak, and state and local governments.

July 1969 - July 1974: Staff Attorney, Federal Railroad Administration - D. C.

Managed litigation and financial assistance for seven bankrupt northeastern railroads. Prepared legislative items on rail finance and labor. Agency attorney on agency labor and EEOC matters.

EDUCATION

LL.B. - University of Pennsylvania - 1969

B.A. - History - Swarthmore College - 1966

BAR ASSOCIATIONS

Member of the District of Columbia and Maryland Bars

PERSONAL

Age: 61, married, two children. Excellent health.

Past President: Rock Creek Hills Citizens Assn.; the Kensington Historical Society; the North Chevy Chase Swim Club; the Noyes Children's Library Foundation; and the Allied Civic Group.

Past Co-chair: Montgomery County Infrastructure Finance Working Group; Silver Spring Redevelopment Advisory Board for the Redevelopment of Downtown Silver Spring, Md.

Board Memberships or Commissions: Present: Washington Area Housing Partnership Executive Board. - Past: Allied Civic Group; Transportation Policy Task Force; Georgia Gateway Revitalization Corporation; Silver Spring Redevelopment Committee; Montgomery County Commission on the Future 2000.

RECEIVED
MONTGOMERY COUNTY
COUNCIL

2006 MAY 31 PM 12: 42

Michele M. Rosenfeld
11913 Ambleside Drive
Potomac MD 20854
May 31, 2006

RE: Application for Planning Board Chairman

Dear Councilmembers:

The next Chairman of the Montgomery County Planning Board is going to face a daunting task. Public confidence and trust in the agency is at an all-time low. Over the past several years, almost 200 years of institutional memory and technical knowledge have been lost at the most senior levels of management. As a result, the agency is challenged to perform some of its most basic tasks. At the same time, the Planning Board's independence has been eroded by a blurring of the lines between County Council and Planning Board authority over the agency, and by turmoil at the Board level itself. The agency has become so politicized that its ability to fulfill its basic missions to provide candid planning advice and to protect its park assets for the public benefit is questionable. And the transparency in decisionmaking that the Planning Board and the Council have said is so important to the agency's credibility clearly has not taken hold. (See open letter to County Council dated May 23, 2006, attached hereto.) In this atmosphere, staff morale has plummeted and many have either left, initiated job searches, or are simply awaiting retirement – further eroding the level of service that the agency can provide.

The next Chairman will have to work hard against long odds to restore public confidence in the agency, institutional competence, and employee morale. The next Chairman will have to do all of this while also seeing to it that the agency gets its daily work done. And perhaps most important, the next Chairman will have to do all of this in a complicated political arena where it has become apparent that there exist some major misunderstandings or disagreements about what the Planning Board's appropriate role in this County should be – both with respect to planning and parks.

I believe that all of these problems are the result of the politicization of the agency. So in order to fix these problems, it will be necessary to depoliticize the agency. This will not be an easy task. But unless it is done, it will be impossible to restore public confidence in the agency's work and, by extension, in the Montgomery County planning process in general. It is easy to see the advantages of political control of Park and Planning. It is helpful to have an agency to blame when you misstep – especially if the agency is willing to take the blame. It is useful to have an agency that will give you "objective" advice that just happens to justify the political result you desire. And the value of having an

agency that will expedite pet projects or facilitate projects for favored constituents is self-evident. But these political advantages come at a cost. One cost is the loss of public confidence in the integrity of the agency's work. A second cost is the loss to the Council of truly objective planning advice at a time when the Council is making many momentous decisions that will affect the pattern of growth in this County for decades to come. A third cost is that the Board's ability or willingness to advocate strenuously for its stewardship and fiduciary obligations to its park system is compromised. Ultimately, I believe, the cost will be the existence of Park and Planning itself. An agency that can't fulfill its mission to provide frank and comprehensive land use advice to the Council on an as-needed basis is useless. And an agency that the public does not trust to protect its parks is doomed.

Many have questioned why I went public with the telephone call that Councilmember Floreen made to me in which she tried to persuade me not to apply for this position. They have suggested that doing so effectively ended my candidacy. And there is no question that some of my supporters drew back after the article appeared in the Washington Post. I believe these people had unrealistic expectations of what it would take to depoliticize Park and Planning. I believed, and continue to believe, that the first step in depoliticizing the agency is to depoliticize the process for selecting its leader. Only an apolitical candidate who has a greater loyalty to the agency than to his or her own political ambitions can do what must be done to right the agency.

I am that candidate. I have spent almost my entire professional career defending the interests of Park and Planning both with respect to land use and park matters. I have defended – often at great personal risk – the autonomy and independence of Park and Planning vis-à-vis the County Council, and of the Montgomery County Planning Board vis-à-vis the Commission as a whole. As Chairman, I would continue to do what I have done for 17 years at the agency: defend it against any erosion of its independence and autonomy. I almost did not get the job as lead attorney for the Planning Board a decade ago after I refused to obey a directive from the Commission's General Counsel that directly contravened a directive from my client, the Planning Board. And I resigned from that lead attorney position in April because my ability to advise the Planning Board was being limited by the Commission's General Counsel, Executive Director, and others. The incredible irony is that in both cases the underlying issue at stake was the disposition of park assets. History has a way of repeating itself.

I have never been politically active. Unlike some other candidates, I have never held, run for, or even investigated the possibility of running for, a political office. Unlike some other candidates, I have never worked on a political campaign, and I have never worked for an elected official. In fact, despite my long tenure as the Planning Board's lawyer, I can safely say that almost all of you do not know much about me. I am proud of that fact. It is a testament to my

view of my role as the Planning Board's lawyer that I have only provided legal advice to the Council on those rare occasions when the Board saw fit to waive any attorney/client privileges. The Council and the Planning Board work together to achieve common interests. But they are independent bodies. And that line has become increasingly blurred to the detriment of Park and Planning and, in my opinion, to the detriment of the Council and the public as well.

Unlike in the past, the next Chairman of the Planning Board will need to have a comprehensive technical understanding of the agency's work from the first day on the job. This is not a time for a figurehead or a placeholder. The next Chairman will not have the ability to place blind faith in senior management because many of our senior managers are new to the agency and do not have expertise in Montgomery County land use law or extensive institutional knowledge. The next Chairman will not have the luxury of on-the-job training. The agency is currently challenged to perform its most basic functions, such as the timely processing of site plan applications and review of special exception applications and zoning text amendments. The next Chairman will not be able to run the agency from an ivory tower. She will need to roll up her sleeves and work directly with staff to ensure the smooth functioning of the agency on a day-to-day basis. She will need to evaluate departmental staffing and competencies in order to make needed changes. In order to do this she will need to know what each department does, and how it interacts not only with other departments within the agency but with other County, State and Federal agencies as well.

After serving as legal counsel to the Planning Board for almost 17 years, advising them on planning and park matters at the highest levels, I have unparalleled technical expertise and institutional knowledge of planning and in parks. I am expert in the laws, regulations and procedures that govern the Board's land use decisions; I am expert in the laws and practices that govern the management, development, maintenance and acquisition/disposition of parks. Particularly in the land use world, the regulatory schemes that govern the development process have become more complex. In the last 15 years or so, the County has adopted multiple new laws such as the Forest Conservation law, special protection area laws imposing imperviousness limits on new development, more than a dozen overlay zones throughout the County, and has extensively revised the County Moderately Priced Dwelling Unit laws. I have a current working knowledge of Montgomery County land use law and practice.

The new Chairman also must have a genuine commitment to open government. Rules and guidelines purporting to provide transparency to the planning process are meaningless if they are not applied in good faith. I have always been committed to maximizing public involvement in the planning process. It is my belief that people who have chosen to make their lives in our County have the right to help shape the communities where they live, work, shop and recreate. I have a vested interest in this openness. I have lived in the County for almost 20 years. My four daughters attend our public schools, and

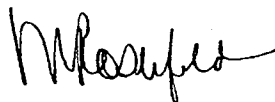
my family regularly uses our public parks and park facilities. Before I moved to Potomac last year, I lived in Montgomery Village and in the Derwood section of Rockville. I have experienced, first-hand, the effects of public planning in all of those communities.

As attorney to the Planning Board one of my duties was to advise the Board on the requirements of Maryland's Open Meetings Act ("Sunshine Law"). I therefore am well versed in what the law requires to ensure open government, and I am committed to following that law. Even before the Clarksburg scandal occurred, I was meeting with interested parties (civic and builder interests alike) to revise the Planning Board's Rules of Procedure so that they might provide more effective notice of pending development applications and better availability of information to all parties during public hearings. Throughout my career I have sought to ensure equitable application of the Board's Rules to allow for public participation and input into Board decisions. As Chairman I would continue this commitment.

Over the next three years, the four current Board members (Perdue, Wellington, Bryant and Robinson) will complete their terms, and none will be eligible for reappointment. Four new Boardmembers will be appointed. Each will look to the Chairman for guidance in executing the duties of office. Because of this influence, the next Chairman will have an immeasurable effect on how the Planning Board perceives its roles as a planning agency and a steward of the parks for the next decade. As Chairman I would strive to imbue the Board with a keen sense of its responsibility to safeguard its political independence and institutional autonomy. Only a Planning Board with a strong vision of its rightful role as a "citizen board" can ensure maximum public involvement in important public decisions.

By this letter I am submitting my application for the Chairmanship of the Montgomery County Planning Board. Also in support of my application I have enclosed a copy of my resume, my open letter to the County Council dated May 23, 2006, and the required financial disclosure form.

Sincerely,



Michele M. Rosenfeld

Michele Rosenfeld
11913 Ambleside Drive
Potomac MD 20854
May 23, 2006

To The Montgomery County Council:

As you all know, on April 18 I advised the Council by telephone that I would be seeking the Chairmanship at Park and Planning. Since that day, I have been astonished at the amount of Council-level resistance to my candidacy. While the Council President urges qualified people to apply, and while the application deadline is extended six weeks to encourage more applicants, and while Councilmembers purport to be reaching out to qualified applicants – to encourage them to apply, I received a phone call from one Councilmember advising me not to apply, and my supporters tell me that their efforts on my behalf have been largely rebuffed at the Council level.

I guess I should take a hint. But that's difficult to do when you know that after 17 years as a legal advisor to an agency, working directly with four Chairmen and 16 Boardmembers, you are extremely well qualified to take the helm -- and at least as qualified as those who already have applied.

So I looked a little closer at the reasons that were being given for dismissing my candidacy. First I heard that Park and Planning staff would not work with another staff member as Chairman. That excuse is a red herring. Elizabeth Hewlett held the same position that I held at Park and Planning (on the Prince George's County side of the agency) before she was appointed Chairman of the Prince George's County Planning Board. The only difference is she had less experience in the job (six years) than I have (17) before she was appointed. She served 12 years as Chairman. Gus Bauman, a former Chairman of the Montgomery County Planning Board, also worked as a lawyer for the Planning Board before becoming its Chairman. I have been encouraged to move forward with my application for Chairman by scores of past and present Park and Planning employees. My support among the staff extends through the planning department, the parks department, and even the police force. If you want to know whether staff would like to see me as their next Chairman, I invite you to ask them.

Then I heard there was an impression on the Council that I left my job at Park and Planning "under a cloud." Nothing could be further from the truth. I had 16 years of outstanding performance evaluations and two recent performance awards – the last one in January of this year. As much as people have wanted to believe that there was one blow-up or one signature event that precipitated my decision, that is just not the case. I resigned from my job because I felt that

ethically I had no choice. As the sole source of income for my family, which includes four young daughters, it was the hardest decision I have ever had to make. If I had felt there was any way to stay in my job and continue to meet my ethical obligations as attorney to the Montgomery County Planning Board, I would have done so.

Incredibly, I even heard that I was being blamed for Clarksburg. In fact, the Commission's Executive Director, Trudye M. Johnson, told at least one Councilmember that the Council should not select me as Chairman because I was "the one who messed up" Clarksburg. Far from "messing up" Clarksburg, I was instrumental in getting the Commission through Clarksburg. Councilmember Floreen knows this because Bill Mooney, the Acting Deputy Director of Park and Planning, told her so. Worse yet, Ms. Johnson was aware of this fact. I received two performance awards for my work on the Clarksburg matter. The second was handed to me personally in January 2006 by Chairman Berlage, and was signed on his behalf by Ms. Johnson herself.

So what is the real reason behind the resistance to my candidacy? After much reflection, a lot of discussion and some unpaid research, I believe I know. The resistance has nothing whatever to do with my qualifications in the land use arena. My "liability" as my detractors see it (although they dare not say it) is that I have 17 years of experience serving as an advocate for the Commission's park system, and a strong parks advocate is not a quality they want in the next Chairman. Why? Because a strong advocate for parks will get in the way of a years-long effort to convert the assets of the Commission's parks system into something resembling a political "slush fund." Using a playbook established by the Prince George's County side of the Commission under County Executive Wayne Curry, I believe that Commission officers and senior employees have been working with Council representatives and members of the Executive Branch to find ways to use park assets to advance discrete political agendas.

First, a little background. I well remember the efforts of former Prince George's County Executive Wayne Curry, in 1997, to effect sweeping changes to the Prince George's County side of the Commission through amendments to Article 28 (the enabling legislation for Park and Planning). I advised the Planning Board and, after appropriate waivers of attorney-client privilege, the County Council on that bill. The bill included a proposal to enable the County Executive, through legislation, to transfer Commission park property to the Prince George's County revenue authority. Councilmember Praisner was Council President in 1997 and worked to oppose the bill, which ultimately was defeated. After that defeat, Mr. Curry spearheaded an effort to do through indirection what he couldn't do directly. Through a variety of budget mechanisms, many of the goals of that proposed legislation were achieved through budget transfers, without the need for asset transfers. The goals, in a nutshell, were to fund broad County programs through the use of Commission resources in order to overcome the limitations on tax revenues imposed by Prince George's County law.

Interestingly, Trudye Johnson was the Executive Director of the Commission throughout that period. And the Commission's current General Counsel, Adrian R. Gardner, was appointed to his position while Wayne Curry was the County Executive.

In 1989 I was hired as the first attorney dedicated to the representation of the Montgomery County Parks Department. For 16 years thereafter all representation of the Parks Department was coordinated through the Montgomery County legal office. For the last decade of my employment at the Commission, I oversaw representation of the County's parks. On December 2, 2005, the General Counsel removed all asset-related parks work from my supervision in the Montgomery County office, and turned it over to a newly hired attorney he supervises in Prince George's County. Shortly thereafter, it appears, a years-old plan to turn operation of the Commission's golf courses in Montgomery County to the Montgomery County Revenue Authority went into high gear. The proposal was brought before the Planning Board on April 6, and by the slimmest of margins was passed and took effect nine days later, on April 15. I believe this transaction was the opening salvo in a campaign to utilize Montgomery County park assets as a funding source for non-park purposes.

Why would there be political support for the golf course deal? The revenues of the Revenue Authority can be used to support bond offerings that make available millions of dollars for public projects that cannot be funded through other means. The current income of the Revenue Authority (e.g., golf course revenues) can then be used to pay the debt service on those bonds, or replace other revenues used to pay debt. In this way the Council and Executive could agree, for example, to jump-start state highway projects that have been delayed for lack of state funding. But one problem this creates is that the revenues from the park assets are no longer necessarily dedicated to the park system – and that has serious implications for the quality of our parks. The deal also can result in higher fees for park users and as a result less park access for those unable to pay. Today it is golf courses – next it may be skating rinks or tennis facilities.

Even setting aside these overarching public policy questions, the terms of the golf course agreement, and the process used to effect it, are deeply troubling. With regard to substance, the transaction puts Park and Planning out of the golf business in Montgomery County for at least 40 years. It creates in the Revenue Authority a monopoly on public golf in Montgomery County. Unlike Park and Planning, whose mission is to make park facilities available and affordable to the general public, the goal of the Revenue Authority is to maximize revenue. Any courses that the Revenue Authority decides not to operate will be mothballed. If the Commission takes back any of the golf courses, or if the Revenue Authority returns any of them to the Commission (which it can do unilaterally for any reason) then the Commission is prohibited from operating the facility as a golf course. It also appears that the agreement would preclude private operation of

any returned golf course. The end result would be that one or more of Park and Planning's current golf courses (which were built at great public cost) would be abandoned. What a colossal waste of public resources. This is not a hypothetical. At the hearing on April 6, proponents of the plan signaled that it is highly likely that one or more courses will be closed.

On the procedural side, the transaction is equally disturbing. Although during the hearing Chairman Berlage acknowledged that the golf course transaction had been under consideration for several years, the Planning Board received its first public briefing on the terms of the transfer on April 6. Boardmembers were given the bum's rush, as they were told they could either accept the deal and effect the transfer by April 15, or forego the opportunity altogether. There were no agreements to review. Although the reason given for the transfer was financial, there were no financial documents available to review, either. Nobody discussed where the profits to the Revenue Authority will be spent. No representative of the Revenue Authority was present when the hearing began -- one had to be summoned. The process so concerned Commissioners Wellington and Bryant that they declined to approve it. Commissioner Wellington, in voting against the transaction, expressed concerns about a variety of public policy issues, and said that voting on the matter without more information could constitute a breach of her fiduciary obligations to the agency. Commissioner Bryant agreed. Several times at the hearing he expressed frustration over the speed of the deal, noting "it's the second time in a couple of months where I felt as though stuff has been laid out to me at the last minute and I had to make a decision." He was very clear that "pressure" to conclude the transaction was being applied both at the County Council and the County Executive levels. One of his overriding concerns was that the process lacked transparency.

Commissioner Bryant has it right. The problem with the golf course deal is that it underscores what many have suspected all along -- that the Planning Board's purported dedication to "transparency" in the wake of Clarksburg is not genuine. Upon reviewing the golf course hearing, it is apparent that if these asset transfers are part of a larger plan, at least two Boardmembers (Wellington and Bryant) have not been made aware of it. In other words, the real incentives behind the transfer have not only been kept from public view, but from some of the decisionmakers themselves. This raises another question. How many Councilmembers have also been kept in the dark?

This question is extremely important. Changes to public facilities often prompt analysis and comment from those who advocate for broad public access on these courses (e.g., lower income and youth groups). In a County of vastly increased diversity and increased poverty, our public parks are ever more critical to the fabric of our community. Family and community outings in our parks are the cultural norm for many of the immigrant populations that now make up a significant percentage of the County's residents. Parks -- self sustaining and

subsidized – are ever more important for those people who cannot, or who choose not to, join private sport and athletic facilities. These voices were absent from the Board's discussion of the golf course transfer.

Other historically interested constituencies also were conspicuously absent from the single public hearing. For example, environmental groups who are generally concerned about the management practices at our golf courses (particularly those located within environmentally sensitive areas) did not testify. There was no comment from fiscal watchdogs who routinely evaluate these types of transactions to see whether they are in the best financial interest of the public.

Transparency of the Planning Board's actions relating to park assets is at least as important as transparency in the development arena. The Planning Board members are stewards of an extensive and award-winning park system. They are charged with safeguarding those assets, which include not only raw land and playgrounds, but many moneymaking facilities as well. The citizens of Montgomery County are blessed with a park system that includes golf courses, ice skating rinks and tennis facilities – all of which are intended to produce revenues to be funneled back into the park system. Surely, in light of the Herculean efforts that the Planning Board and Council have expended to improve transparency in the development process, transparency must also be a priority with respect to parks. Apparently not.

The Council also should be aware that in the run-up to the April 6 decision, the Planning Board met at least twice in what can only be described as "private public" meetings. On February 23, 2006, the Planning Board met in an advertised "General Meeting" to discuss "Agency-wide priorities" and "Administrative Items." This meeting was held off-site at Meadowbrook Recreation Center in Chevy Chase. Although it was a public meeting, set to discuss core concerns at the agency, the public did not attend, the press did not attend, and no senior staff other than the few who had been invited were there. The night before the meeting, I received a phone call from Ms. Johnson, who said she had a note – from someone she declined to identify -- stating that I might attend this public meeting. She said she was calling me to save me from the "embarrassment" I would suffer if I showed up at this open public meeting of the Planning Board to which I have provided legal counsel for 17 years. In the absence of a recording or transcript, there is no way to know whether the Board discussed the golf course transfer at that meeting.

The February 23 "private public" meeting was followed by a second "private public" meeting held on March 30, 2006. The Planning Board met at Brookside Gardens for another General Meeting. The topic was "General Discussion of Programmatic and Operational Priorities." The Board's agenda indicated it would be with "Planning Board Members" (code for "no staff") and stated that "No public testimony will be taken at this time" (code for "public need not show up"). It should be noted that the staff report relating to the transfer of

the golf courses to the Revenue Authority is dated March 30, 2006. But again, without a recording or transcript of the meeting, there is no way to know if the matter was discussed. I submitted my letter of resignation to the Board the morning of March 30. It was accepted without inquiry the next day.

There is one cure and one cure only for this systemic lack of commitment to transparent government. It is time to restore the culture that existed at Park and Planning before the agency became politicized to the point of dysfunction. That culture consists of a keen sense that we at Park and Planning are a keeper of the public trust. We are stewards of park assets and guardians of the public planning process. We are – or at least we used to be – an independent, autonomous agency whose work could be relied upon by the Council and others to make important public decisions. When our work is tailored to advance political agendas, rather than inform them, we break faith with the public and lose our credibility as a planning agency. And when we allow our park assets to become little more than sources of revenue and security for debt to be used for non-park purposes, we are bound to fail our mission as stewards of the parks as well.

Sincerely,

/s/

Michele Rosenfeld

Michele M. Rosenfeld
11913 Ambleside Drive
Potomac MD 20854

Work Experience

The Maryland-National Capital Park and Planning Commission, 1989 – 2006.

Associate General Counsel III: 1996 – 2006.

Supervised legal office serving Montgomery County Planning Board, including staff attorneys and contract attorneys, law clerks and support staff. Retained, supervised and coordinated with outside counsel on litigation, lease negotiation and contractual matters. Supervised legal advice that attorneys provided to Board, technical staff, County Council members and its staff (when attorney/client privilege waived). Coordinated legal advice on issues affecting Planning Board matters with technical staff. Worked to build consensus among Board, staff and parties in contested matters.

Advised Planning Board and staff during public hearings and closed sessions on planning matters, including interpretation and application of Article 28 (MNPCCP's enabling legislation, the "Regional District Act"); Montgomery County Subdivision Regulations, Zoning Ordinance, Forest Conservation and Historic Preservation laws; County's master plan, special protection area and imperviousness laws; Planning Board's Environmental Guidelines; State annexation law. Advised Board and staff on all land use matters including project, preliminary and site plans, master plans, mandatory referrals and special exceptions. Advised Board, and Council when attorney/client privilege was waived, on state and local legislation.

Lead attorney on park matters, including negotiation of most public/private partnerships in Montgomery County parks (e.g., SoccerPlex, Shirley Povich Field); park acquisition and disposition matters; WSSC jurisdiction within parkland. Advised staff on Legacy Open Space (LOS) master plan; negotiated acquisition and management agreements for LOS properties with municipal jurisdictions.

Defended Planning Board's project, preliminary and site plan decisions through Maryland's Court of Appeals. Litigated injunction, condemnation, Public Information Act and construction claim cases in Maryland courts.

Advised Board and staff on inter-agency and inter-jurisdictional matters (e.g., federal statutes governing roadway construction through parkland; WSSC jurisdiction for water/sewer lines within parkland; mandatory referral review of State and County public projects; restoring subdivision authority to Town of Brookeville).

Associate General Counsel II: 1991 – 1996. Advised Regional District Act Task Force (1991) on federal and state statutory limitations on the disposition of parkland. Advised Park/Recreation Merger committee (1992) on consequences of possible merger of Montgomery County's Department of Recreation with Commission's Parks Department. Advised Planning Board and staff on land use, zoning, planning and parks matters as assigned by supervisory attorney. Litigated land use and parks matters.

Associate General Counsel I: 1989 – 1991. Hired as first attorney in Montgomery County to provide legal representation to Parks Department. Developed Encroachment Policy establishing process to enforce against privatization of parkland.. Trained Park Police on newly executed Memorandum of Understanding with Montgomery County Police. Reviewed procurement and land purchase contracts, deeds, easements, commercial and residential lease agreements.

National Associate of Home Builders, Washington, D.C., 1988 – 1989.

Staff Attorney: Provided association members and their attorneys with legal research on building industry issues including land use and zoning, builder and municipal liability, and environmental issues. Evaluated municipal compliance with state enabling legislation and permit application review procedures.

Montgomery County Board of Appeals, January – May 1988.

Special Assistant: Wrote variance and special exception decisions for Board.

Education

Washington College of Law, The American University, Washington, D.C.
J.D. May, 1987

State University of New York, Binghamton, N.Y.
B.A., English, May 1984. Graduated with honors.

Bar Admission: Maryland.

Supplemental Information Included In Attachment A
References available upon request.



Attachment A to Resume for
Michele M. Rosenfeld

The following matters summarize a broad representative sample of specific projects that I have worked on.

I. Planning

- Regularly advised Planning Board on Planning Board's Rules of Procedure; Maryland's Public Information Act; Open Meetings Act (Sunshine Law).
- In 2005 convened roundtable forums for public input into planned update of Planning Board Rules of Procedure (effort interrupted by Clarksburg violation matters).
- Revised opinion process for development approvals to better ensure Board decisions survive judicial scrutiny in the face of more direct legal attacks on factfinding in standard staff opinions. (2004).
- Advised Board and staff on preliminary and site plan violation proceedings, on fine assessments, and grounds for finding violations.
- Streamlined post-approval development process (1998 – 2004):
 - eliminated Adequate Public Facilities Agreements and Site Plan Enforcement Agreements, to allow immediate issuance of stop work orders and citations, in lieu of filing a contract enforcement lawsuit;
 - recorded standard Homeowner's Association Covenant in land records, eliminating legal review of approximately 100 documents/year;
 - standardized bond release protocol for Forest Conservation bonds.
- Represented Commission in rezoning hearing for Fairland Golf Course project.
- Advised Planning Board on numerous road dedication and abandonment matters; Planning Board jurisdiction over telecommunication towers during mandatory referral and special exception review processes; issues involving leasing of closed public schools.
- Advised Planning Board on rescission of 1957 agreement between Town of Brookeville and Park and Planning, resulting in return of planning and subdivision jurisdiction from Planning Board to Town.
- Prepared Category I and Category II forest conservation easements still in use as required by Montgomery County's Forest Conservation Law (FCL); wrote forest maintenance and management agreements; advised staff and Board on FCL violation proceedings; member of staff committee that reviewed and commented on original FCL.
- Provided legal support to the Regional District Act Task Force in 1991, which reviewed Article 28 (Commission's enabling legislation) and recommended legislative changes affecting subdivision and planning.

II. Parks and Park Police

A. General

- Advised Planning Board on park acquisition, disposition and land exchanges, including proposals to convert parkland to non-park uses.
- Advised Planning Board on federally mandated 1931 Agreement, and subsequent 1936 Memorandum of Understanding between MNCPPC and WSSC governing WSSC jurisdiction within parkland for water/sewer lines.

- Advised Planning Board on 1972 Agreement between The Maryland-National Capital Park and Planning Commission and Montgomery County for maintenance, development and operation of park property titled to Montgomery County.
- Advised Planning Board on CERCLA liability issues regarding parkland acquisition.
- Advised staff and Board on Legacy Open Space (LOS) Master Plan and implementation, including the negotiation of memoranda of understanding governing the acquisition, maintenance and management agreement for Wolfarth Property (Chevy Chase) (2002), and maintenance and management agreement for Sligo Mill and Poplar Mill Properties (Takoma Park, 2002).
- Advised Planning Board on Montgomery County Parks Foundation, Inc., including original Articles of Incorporation and By-Laws (1992) and subsequent amendments.
- Advised Planning Board and staff on development of international signage for park ponds (no swimming, no skating, no boating).
- Reviewed police jurisdictional memoranda of understanding with numerous jurisdictions including Rockville, City of Gaithersburg, and City of Atlanta (Olympics).
- Member of inter-agency legal subcommittee evaluating proposed merger of Commission's Park and County Executive Recreation Departments (1992)
- Advised staff on procurement contracts, construction contracts and claims; Americans with Disabilities Act standards (golf course, park and public hearing accessibility); routine procurement, contracting, leasing, real property contracting (e.g., deeds, easements, purchase contracts).
- Developed and enforced Parks Encroachment Policy, which created first agency mechanism to reclaim parkland that had been "privatized" by adjoining property owners; standardized litigation protocol for encroachment enforcement; recouped \$40,000 from property owner running small private landfill in stream valley for restoration of parkland.

B. Public Private Partnerships

- Advised Planning Board on lease negotiations with Artery/Ryland in proposed public/private partnership to redevelop Gunpowder Golf Course in Fairland Recreational Park (2003 - 2005).
- Advised Planning Board and staff on Public Private Partnership Guidelines (adopted 2003).
- Negotiated and advised Planning Board on Development and License Agreement with Maryland Community Baseball, Inc. for improvements to, and use of, baseball field at Blair High School (2002).
- Negotiated King Dairy Barn Mooseum right-of-entry agreement (2002); Agricultural History Farm Park Storage Building Development and Lease Agreement (2001); helped draft and negotiate Development, Lease and License Agreement for National Capital Trolley Museum Development and Lease Agreement (2001) and state and ISTEAF finding agreements for same (2001); Georgetown University "Home Field" Agreement at Shirley Povich Field (2000); Golf Driving Range Lease at South Germantown Recreational Park (2000); Development Agreement for Hadley's Playground at Falls Road Local Park (2000).

- Negotiated and advised Planning Board on Development and License Agreement with Bethesda Community Baseball Club for improvements to and use of Shirley Povich Field (1999).
- Negotiated Curatorship Agreement for restoration of Maughlin House (MNCPPC and Boyd-DeReggi Family (1994).
- Advised Planning Board on proposed Indoor Baseball facility at Cabin John Regional Park.
- Negotiated lease agreement with Montgomery County Revenue Authority for Germantown Swim Center; Development Agreement with WSSC for Winding Creek Park (public/public agreements).

IV. Litigation

A. Lead attorney:

- *J.L. Matthews v. MNCPPC*, Court of Appeals (reported decision) clarifying condemnation authority for MNCPPC.
- *David H. Brown v. Maryland-National Capital Park and Planning Commission*, Court of Special Appeals No. 0033, September Term 2001 (unreported decision upholding Planning Board preliminary and site plan approvals of Montgomery County Conference Center) (cert denied).
- *Alan W. Nash, et al, v. The Maryland-National Capital Park and Planning Commission, et al.* Montgomery County Circuit Court Civil Action No. 217634 (Court upheld denial of building permit to non-child contract purchaser of child lot) (2001).
- *Wilgus-Montrose Associates Limited Partnership v. MCPB*, Montgomery County Circuit Court Case No. 236745-V (settlement of contested condition of preliminary plan approval for dedication and construction of segment of Montrose Parkway) (2004).
- *City of Gaithersburg, Maryland and Francisco J. Grijalva v. MNCPPC* Civil Action No. 203174 (2000) (case challenging Planning Board's approval of PEP Boys project on site abutting City of Gaithersburg).
- Defended numerous petitions for judicial review of Planning Board project, preliminary and site plan decisions including road dedication, resubdivision, compatibility, stormwater management, master plan conformance, and other land use matters.

B. Supervisory attorney:

- *Montgomery College v. Ficker, Parrish, et al. v. M-NCPCC et. al*, Court of Special Appeals Case No. 703, Sept. Term 2002.
- Amicus brief in *Mayor and Council of Rockville, et al., v. Rylyns Enterprises, Inc.* Case No. 43, Sept Term 2001 (filed amicus brief on behalf of Montgomery County Planning Board in seminal case on issues of contract zoning and annexation, in support of 5-year limitation on rezoning annexed property to a substantially different zone).
- *Kensington Terrace Citizens Assoc. v. Centex Homes, et al*, Court of Special Appeals Case No 1550 (Sept. Term 2001, filed November 13, 2002) (Court of Special Appeals affirmed Circuit Court's decision upholding Planning Board preliminary and site plan approvals for Centex homes) (unreported).

- *David Remes v. Montgomery County, et. al*, No. 122, September Term 2004 (Court of Appeals).
- *Citizens Against Goshen Oaks, et al. v. Montgomery County Planning Board, et al.*, Court of Special Appeals, September Term, 1999.
- *Paul A. Stone v. MNCPPC*, Court of Special Appeals No. 1326 (September Term 1999) (deer hunt case).
- Numerous Circuit Court cases challenging Planning Board actions in project, preliminary and site plan matters, involving such issues as resubdivision, subdivision, road dedication and construction issues.

V. Legislation

- Supervised ongoing legal support to staff and Board on pending Zoning Text Amendments and Subdivision Regulation Amendments, including significant revisions to Moderately Priced Dwelling Unit (MPDU) standards; amendments to telecommunications facilities provisions; special exceptions, Rural Neighborhood Cluster and other new zones.
- Advised Planning Board and testified before County Council on post-Clarksburg legislation, including ZTA 05-20 and related zoning ordinance and subdivision regulation amendments.
- Proposed 2002 ZTA 02-08 (to require master plan conformance at time of site plan; rejected by PHED committee).
- Advised Planning Board and Council on Bill PG/Montgomery County 31-97 (after waiver of attorney/client privilege). (Bill proposed significant proposals to amend Article 28, including authority to remove park assets in Prince George's County to other governmental agencies in the County's government.)

BCC - MCPB

JF
CC

Brogden, Karen

From: Leventhal's Office, Councilmember
Sent: Wednesday, April 12, 2006 12:10 PM
To: Montgomery County Council
Subject: FW: Resume from Tiaa B. Rutherford

021603

Walton H. Harris
Office Manager for
Councilmember George L. Leventhal
240 - 777 - 7811 P
240 - 777 - 7989 F

-----Original Message-----

From: Tiaa Booker [mailto:tiaa_booker@hotmail.com]
Sent: Wednesday, April 12, 2006 10:20 AM
To: Leventhal's Office, Councilmember
Cc: Praisner's Office, Councilmember
Subject: Resume from Tiaa B. Rutherford

Dear Councilmember Leventhal:

Please consider this my formal application for the Montgomery County Planning Commission Chairperson position. Please find my resume and coverletter attached for your review and consideration. You may contact me at (803) 730-1230, if you have any questions or to discuss my qualifications.

Regards,

Tiaa B. Rutherford, M.E.P

See if you've won, play MSN Search and Win

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April 12, 2006

Mr. George Leventhal, President
Montgomery County Council
Executive Office Building
100 Maryland Avenue
Rockville, MD 20850

Dear President Leventhal:

I am writing in response to the Washington Post article dated April 4th, 2006 regarding the Montgomery County Planning Commission Chairperson position. As discussed in more detail below, I believe that I am uniquely qualified for this position and have attached my resume for your review and consideration.

As my resume indicates, my professional experiences have helped me develop both sound technical skills as well as the practical skills required to be an effective urban planner. As a Senior Planner for Central Midlands Council of Governments (CMCOG), I honed my technical planning skills as a project manager in both public and private transportation and urban planning projects relating to, Brownfields, water quality and zoning. Working with CMCOG, I was exposed to the challenges facing mixed urban/rural communities and I learned to respect the delicate balance necessary to develop a sustainable and livable community and the technical skills to create one.

In my current position as an Urban Planner in the Columbia, South Carolina office of Parson, Brinckerhoff, Quade and Douglas (PB), a national urban planning firm, I have learned that being an effective planning requires adeptness at working with local and state government officials. Through my efforts, the Columbia office of PB has been awarded multiple planning contracts with local agencies, including most recently the contract to develop a bike and pedestrian pathway throughout the entire City of Columbia. This ability to effectively leverage relationships and to efficiently maneuver through government bureaucracies has made me a valuable member of the PB team. It has also been recognized by local leaders. I am currently serving my second term as a Commissioner on the City of Columbia Planning Commission. As a Commissioner, I have stood firm on the regulations that govern accessory structures while not relenting to public and developer pressure.

With this experience to guide me, I am eager to take on the challenge of helping Montgomery County develop a sound and effective urban plan. Because I understand the delicate balance necessary to achieve a livable community, I believe that I am the person for this job. Thank you in advance for your time and I look forward to talking with you about how I can help Montgomery County meet its planning goals. Please contact me at (803) 730-1230 or by email at TiaaRutherford@sc.rr.com to arrange a suitable time to discussion my experiences and qualifications.

Sincerely,

Tiaa B. Rutherford, M.E.P.

TIAA BOOKER RUTHERFORD, M.E.P.
3117 Gadsden Street, Columbia, South Carolina 29201
(803) 256-0430 home; (803) 730-1230 cellular
TiaaRutherford@sc.rr.com

EDUCATION

Benedict College, Columbia, South Carolina
Bachelor of Science, May 1997
Environmental Health Science

Arizona State University, Tempe, Arizona
Master of Environmental Planning, May 1999
Urban and Regional Development

EXPERIENCE

Parsons Brinckerhoff Quade & Douglas, Inc.
Columbia, South Carolina
Urban Planner August 2004-current

- Experience in environmental planning, document preparation (NEPA), environmental assessments, regulatory permitting, public involvement, and other related processes required.
- Responsible for assisting project managers in the organization, completion, and preparation of planning and engineering documents, including research, analysis, and documentation in a variety of environmental and planning areas.
- Responsible for marketing company services to local governments, and government agencies throughout the state of South Carolina

Central Midlands Council of Governments
Columbia, South Carolina

Senior Planner, January 2000-July 2004

- Project Manager responsible for the administration of the Central Midlands Brownfields Taskforce Initiatives, and the Central Midlands Greenspace and Inventory Plan.
- Project Manager responsible for the execution and oversight of the Comprehensive 208 Water Quality Management Plan Revision.
- Manage the 208 Water Quality Management Plan that monitors total maximum daily loads for the Central Midlands Region-Richland, Lexington, Fairfield, Newberry and Kershaw County to include the daily administration of plan conformances, plan revisions and amendments.
- Responsible for the strategy and execution of Environmental Planning Advisory Committee work sessions.
- Successfully secured and administered multiple Community Development Block Grant, downtown revitalization grants, and Transportation Enhancement Act-21st grants totaling \$1,417,500.00.
- Advised the Batesburg-Leesville Planning Commission on technical zoning laws to insure compliance with state land use regulations.

COMMUNITY INVOLVEMENT

American Planning Association, member since 1997
Leadership Columbia Class of 2003-2004
Leadership Legacies for Executive Women-Roundtable 2003-2004
Planning Commissioner, City of Columbia, 2003-2006
Richland County Transportation Committee, 2005-2009
Historic Columbia, Board Member-Advisory Committee, 2005-2007
Midlands Commission on Homelessness, Site Selection Committee, 2005-2006
Three Rivers Music Festival, Advisory Board, 2006
Capital City Club, Membership Committee, 2006

COMPTER SKILLS

Windows 98, MS Office Suite 2000, Corel Office Suite, and ArcInfo/ArcView.

CERTIFICATIONS

Certified Grants Specialist, National Grant Writers Association, 2002

REFERENCES AVAILABLE UPON REQUEST

Bcc-MCPB



JF
ce

SHELTON (Shelly) SKOLNICK
1304 Dale Drive
Silver Spring, MD 20910
shelly.skolnick@starpower.net
(301) 565-2432

021563

April 11, 2006

HAND DELIVERED

2006 APR 11 AM 11:47

RECEIVED
MONTGOMERY COUNTY
COUNCIL

Hon. George Leventhal
President
Montgomery County Council
100 Maryland Avenue, 6th Floor
Rockville, MD 20850

RE: Chairman of the Montgomery County Planning Board

Dear President Leventhal:

I hereby apply for the position of Chairman of the Montgomery County Planning Board. Enclosed, in support of this application, is a copy of my resume.

As a resident of Montgomery County for more than 30 years, I have observed the decline in the quality of life as reflected in overcrowded schools and endless traffic congestion. In Montgomery County's 10-Year Transportation Plan, Council President Silverman stated "Traffic congestion is the number one threat to the quality of life in our Community." That statement was true in Summer 2004; and it is still true today.

However, I never expected a scandal, such as the "Clarksburg scandal", to occur at a premier agency -- the Montgomery County Planning Board -- of Montgomery County.

On April 4, 2006, The Washington Post reported that you and other members of the County Council were actively seeking more candidates for the position of Chairman of the Montgomery County Planning Board. Thus, I am pleased to respond to your public request for more candidates.

PRIVATE SECTOR EXPERIENCE FOR THE PUBLIC SECTOR

As shown in my resume, I have worked for various companies (such as the IBM Corporation) that were well managed and led by very competent executives. In some of the companies, I worked very closely with the executives; and in two of the companies (Federal Data Corporation and Systemhouse, Inc.), I was an executive.

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In all the companies, the employees, managers and executives were recognized for their successes -- and held accountable for their failures. Similarly, the Montgomery County Council should apply a strict accountability standard to the current members of the Montgomery County Planning Board; and I would expect to be subject to such accountability if appointed as Chairman.

In the companies that I worked, a significant portion of their business was with government customers. As a result, the companies had high ethical standards of conduct. Often, the legal departments of those companies were responsible for developing and enforcing codes of business and ethical conduct. Thus, as an attorney with professional experience in the enforcement of codes of conduct, I naturally assume that the Chairman of the Montgomery County Planning Board would ensure that ethical conduct applies to everyone and to every relationship. As Chairman, I would routinely verify that ethical conduct policies are fully understood, practiced and enforced.

IMPROVING EMPLOYEE MORALE

For a leader of any organization, one of the highest priorities is the morale of the employees. In view of the "Clarksburg scandal", and subsequent resignations and retirements, it appears that much needs to be done to improve the employees' morale at Park and Planning. Here are some of the actions I would take as Chairman.

Proper Work Environment. Employees should always have an appropriate and adequate office environment. Yet, that is not so at Park and Planning. On March 15, 2006, The Gazette reported that Chairman Berlage stated that staff members work in "deplorable" conditions. The article also noted that "The current headquarters is more than 50 years old and overcrowded."

Then, on March 24, 2006, The Gazette reported:

During the council meeting, Planning Board Chairman Derick P. Berlage told council members that some employees at the agency's three overcrowded Silver Spring locations are working in closets, hallways and at makeshift desks.

Such working conditions are unacceptable to me; and as Chairman I would promptly seek additional office space, furniture and equipment.

Promote from Within the Organization. My experience at private sector companies is that the companies seek to fill top positions with people who already work for the company. That is the policy that I would adopt at Park and Planning.

Unfortunately, the current Chairman has a different policy. In his March 28, 2006 letter to President Leventhal, Mr. Berlage stated:

We launched a national search and hired respected, 30-year National Park Service veteran Mary Bradford to serve as Parks Director....Our recruitment of a permanent Planning Director will be national in scope and focused on recruiting the best available talent.

Ongoing Training and Education. Another useful experience from private sector companies is the emphasis on continuous training and education for employees. The training and education enables the employees to better perform their current jobs; and prepares them for promotion to higher level positions. As Chairman, I would ensure that such training and education is provided to all employees, so that there is never a need for a "national search" to fill openings at Park and Planning.

IMPROVING QUALITY OF LIFE

In the years before the "Clarksburg scandal", some of the sharpest criticism of land use planning in Montgomery County dealt with rapid growth without adequate public facilities. Today, in the context of traffic congestion and overcrowded schools, that criticism is still valid.

As Chairman, I would ask the staff to study the important "Quality of Life" issues and prepare a variety of recommendations for the County Council. Recommendations would be creative (thinking outside the box) and offer "new solutions for old problems". Here are some creative options that I would ask the staff to study.

Old and Overcrowded Schools. Currently, 17,000 students are taught in portable classrooms in the Montgomery County Public Schools. At the same time, there are huge needs to renovate old schools, add additions to schools, and build new schools. These conditions make it difficult to justify new housing that will further burden the Montgomery County Public Schools.

The basic solution is more funds for school construction, but the State of Maryland has not provided the necessary financial resources to the 23 counties and the City of Baltimore. A new and

dedicated source of funds is needed. One possible solution is State-owned slots facilities located on Maryland highways, within a few miles of the borders with Delaware, Pennsylvania and West Virginia. These facilities could generate \$300 to \$600 million dollars a year for school construction in Maryland -- rather than being spent in Delaware, Pennsylvania and West Virginia. Montgomery County, with about one-sixth the population of the State of Maryland, could receive between \$50 and \$100 million per year.

Endless Gridlock. Our traffic congestion is known to all; but the "old solutions" are not solving -- and will not solve -- the problem. Here are some "prescriptions for traffic decongestion" that should be studied for recommendation to the County Council.

1. Hush Hour Metro Fares and Parking Fees. Metro should substantially reduce its fares (e.g., a \$1 fare for any trip) and parking fees during "hush hours". A "hush hour" is the hour immediately before and immediately after the true rush hours. Heavily discounted fares and fees for "hush hours" would encourage many riders and drivers to travel at less crowded hours of the day.

2. TOV-3 rather than HOV-2. The State of Maryland should convert the current HOV-2 highway lanes to TOV-3 lanes. "TOV-3" is a variable, time-of-day toll where Tolls Occur Variably for 3 hours during the morning and afternoon rush hours on weekdays. By converting existing highway lanes to TOV-3 lanes, more efficient use of the existing roads would be achieved, traffic congestion would be reduced, and revenue would be generated for transportation projects.

3. Park and Ride Garages. A public/private partnership should build large park and ride garages (e.g., 500 car capacity) at regional shopping malls and major shopping centers to reduce traffic and provide additional parking for the businesses during evenings and weekends.

4. A Complete Purple Line. Rather than emphasize a partial Purple Line from Bethesda to Silver Spring, or Bethesda to New Carrollton, a complete circular Purple Line should be jointly and vigorously advocated by Montgomery County, Prince George's County, and the Northern Virginia counties and cities.

5. An Expanded ICC with Light Rail Transit. Rather than just build a limited ICC for motor vehicles, the project should include a light rail system in the median; and the 25-year vision of the project should be a complete circular outer beltway with light rail transit.

BOLD OR OLD LEADERSHIP?

In view of the past problems and the future challenges, the next Chairman of the Montgomery County Planning Board should represent bold leadership rather than the old leadership.

I agree with Councilmember Nancy Floreen's statement, as reported in the April 4, 2006 edition of The Washington Post:

"I think we are really looking for someone to lead the challenged agency into a new era without any of the trappings and the baggage of the past year."

I also agree with Chevy Chase Mayor William Hudnut's view, as also reported in the April 4, 2006 edition of The Washington Post, that:

"A new broom sweeps clean," he said. "It would be nice if there is a new broom in there."

CONCLUSION

In conclusion, I wish to mention one unique advantage of my candidacy. I live about one mile from the Park and Planning headquarters. In good weather, I can walk to the headquarters and reduce traffic congestion and improve air quality!

I would welcome the opportunity to lead the Planning Board and advise the County Council on ways to permit future growth in population and employment -- while reversing the decline in quality of life.

Thank you for considering my application for the position of Chairman of the Montgomery County Planning Board.

Very truly yours,



Shelton (Shelly) Skolnick

Enclosure

SHELTON (SHELLY) SKOLNICK
1304 Dale Drive
Silver Spring, MD 20910
shelly.skolnick@starpower.net
(301) 565-2432

EDUCATION

Bachelor of Civil Engineering, Rensselaer Polytechnic Institute (1965)
Bachelor of Laws, Boston University School of Law (1968)

EMPLOYMENT

President and Partner

SKOLNICK & LEISHMAN, P.C. (October 1992 to present)

Provide variety of legal services to individuals and businesses.

Procurement Consultant

NCR (formerly AT&T) and TERADATA CORPORATION (before acquisition)
(February 1991 to September 1999)

Provided legal and contract advise on matters when competing for federal government procurements and on matters for the performance of federal government contracts.

Vice President, General Counsel and Assistant Secretary

SYSTEMHOUSE INC. (July 1988 to January 1991)

Managed legal department and provided legal advice to management on corporate issues.

Assistant Vice President and Deputy General Counsel

FEDERAL DATA CORPORATION (July 1985 to July 1988)

Managed the legal department (excluding the General Counsel) and provided legal advice to management on corporate issues.

Regional Counsel

AMDAHL CORPORATION (November 1980 to July 1985)

Provided legal advice regarding procurements by federal, state and local governments.

Various Contract and Legal Positions

IBM CORPORATION (July 1968 to November 1980)

CIVIC ACTIVITIES

Norbeck Meadows Civic Association - former President

Greater Olney Civic Association - former representative

IBM WMA Employees Federal Credit Union - former Director

Montgomery County beverage container task force - former member

Prince George's County Chamber of Commerce - member of the Legislative Committee and Chairman of the Eminent Domain subcommittee; member of the Economic Development Committee

Montgomery County Charter Review Commission -- Commissioner

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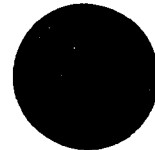
cc McPP

Thomas C. Snyder
9004 Furrow Avenue
Ellicott City, Maryland 21042

April 12, 2006

Montgomery County Council
100 Maryland Avenue
Rockville, Maryland 20850

021667



Dear Council Members:

I understand that the County Council is interested in expanding the candidate pool for the chairmanship of the Montgomery County Planning Board. I would like to submit my name, along with my resumé and elaboration of my vision for the Board and the Department of Park and Planning contained in this letter, as a candidate for the chairmanship. Although a current resident of Howard County, if selected and appointed I would be willing to move my residence and change my voting district to Montgomery County as required by the county charter.

In brief, my qualifications for the chairmanship, as further elaborated in my enclosed resumé, are:

- A history of progressively more responsible management positions, culminating in my tenure as Director, Air and Radiation Management Administration, Maryland Department of the Environment, where I managed a staff of 182 and an annual budget of \$13.5 million
- Over 25 years of experience in the public sector, including over 12 years of experience working with state legislators and testifying before legislative committees
- Membership on regional planning organizations, such as the Metropolitan Washington, DC Air Quality Committee and the successor Interstate Air Quality Council, the Baltimore Regional Transportation Board and the 13-state Ozone Transport Commission, and service on the Boards of Directors of the Mid-Atlantic Air Management Association and the Mid-Atlantic Northeast Visibility Union
- Close collaboration with the Maryland Department of Transportation and local jurisdictions on transportation planning and transportation conformity issues, including initiatives to cluster residences and businesses to reduce commuting distances
- Implementation of creative solutions to address community concerns about Neutron Products in Dickerson and F.O. Day asphalt plant in Rockville
- Delivery of \$300,000 in national enforcement settlement monies to support retrofit of Montgomery County school buses to cleaner technologies
- Executive responsibility for permit and licensing programs

- Community activism in land use and planned development including Base Realignment and Closure (BRAC) activities
- Executive management of controversial issues – Vehicle Emissions Inspection Program (VEIP) and Healthy Air Act
- Over 12 years of experience serving as the Administration's spokesperson on select environmental matters
- Management of organizational change, realignment and succession planning to improve morale and stimulate workplace productivity
- Work with the Maryland Chamber of Commerce and focused industry groups to effectively introduce new regulatory requirements
- A unique graduate level academic career combining technical, business and public policy disciplines.

Qualifications require a certain vision and approach to be responsive to the demands of the position of Chair of the Montgomery County Planning Board. I have outlined below my vision and approaches to future focused planning for Montgomery County

Deliberately design flexibility into planning to accommodate changing landscape. Although the Montgomery County General Plan and associated master and sector plans and frameworks assume certain economic, development and housing conditions, those particular conditions cannot be expected to last into perpetuity. Instead, the county's planning functions should deliberately include flexible design that can be adapted to fluid conditions. The critical questions become: (1) over what cycle should county plans be reviewed for possible revision; (2) what qualities of existing approaches would merit their continuation; and, (3) what threshold of events would argue for revisions to planning approaches.

Revisit planning processes – form must follow function. To better prepare for the future, existing planning regulations and processes should be revisited for their sufficiency to support the demands of anticipated growth in the county. If indeed, the focus of planning will shift to smaller-scale efforts, how will traditional stakeholder groups be represented in this modified approach? Are current planning practices adequate to sustain managed growth in future scenarios? Are the existing APFO rules sufficient to insulate new development and redevelopment from excessive infrastructure costs?

New development must pay its way. No matter what form new development takes, greenfields, brownfields or redevelopment, it will produce some significant impact on infrastructure. The cost of new infrastructure in today's economy is considerably more than several decades ago when Montgomery County began the shift to accelerated growth. Planning practices, and County Council actions, can be adjusted to steer growth to the most compact forms that leave a minimal footprint on the county's resources. For example, the County Council could consider a dual tax rate that would charge new greenfields development at a higher rate commensurate with its impact on infrastructure costs, and simultaneously relieve older housing of their property tax subsidy for the infrastructure costs imposed by new development. Other incentives should be explored to steer development to the most desirable forms.

Reuse and recycle older housing and commercial stock. Older housing and commercial stock already has established infrastructure, and, short of accommodating increased demand, would only require amendments to that investment. The Planning Board should direct a study of the vacancy rate of commercial real estate and develop practices that preferentially place new business ventures in older, redeveloped space, rather than constructing new space with perhaps low occupancy. Similarly, aging neighborhoods can be rejuvenated through homesteading plans that subsidize improvement and re-colonization of those areas. In that same stroke, significant strides can be made to increase the inventory of low- and moderate-cost housing.

Cluster business development. Much of Montgomery County still operates on the hub-and-spoke design, although there has been increased development of local business center magnets. Rather than wait for promising business sectors to develop on their own in sporadic distribution across the county, the Planning Board should develop special incentives to encourage businesses in a common or complementary industry sectors to co-locate in business clusters dedicated to certain sectors. Some of this has occurred in the I-270 corridor for the IT and biotechnology sectors, but needs to be promoted more broadly across the county.


Connect more east-west bound transit centers across the county. Much of the county's traffic and transit is still north-south oriented. In order to support the concept of clustered business development and the ideal of locating residences as close as possible to residents' workplaces, the Planning Board needs to consider expanded development of east-west bound traffic and transit. Although the ICC will produce some benefits, it is already oversubscribed. Rather, an east-west orientation can proceed with much smaller scale projects focused on improving arterials and exploiting the new fine-grained neighborhood level planning. As an added co-benefit, co-locating business centers and residences in this fashion can claim air quality credits, for example along the model of Owings Mills Town Center in Baltimore County, Parole Town Center in Anne Arundel County and the Canton area of Baltimore City. The credits gained can be used to enhance transportation conformity opportunities.

Exercise all county and regional resources. The traditional collaboration of the Planning Board with its counterpart in Prince George's County under the aegis of MNCPPC should be expanded to encompass a broader regional collaboration with other metropolitan Washington, DC jurisdictions under the umbrella of MWCOG. The Planning Board should also strengthen its relationships with the Departments of Economic Development and Public Works and Transportation in order to ensure the most conservative use of county resources.

Reinvigorate Park and Planning Department morale and productivity. The Planning Board in close coordination with the Executive Director needs to take an active hand in the management of human resources within the Department. Individual employees need to be empowered with a strong sense of their value so that they can be vigilant and contribute creatively to productivity improvements outside their individual areas. Such an approach can help avoid controversies like the building irregularities discovered at Clarksburg Town Center.

At your convenience, I can elaborate further details of my vision and approach to the chairmanship of the Planning Board. I would appreciate your earnest consideration of my application. Please contact me at 410-750-8532 or 410-262-1798 for any questions or for further steps in this process. Thank you.

Sincerely,

A handwritten signature in cursive script, reading "Thomas C. Snyder". The signature is written in dark ink and is positioned below a horizontal line.

Thomas C. Snyder

Enclosure

Thomas C. Snyder **218-46-2038**
9004 Furrow Avenue **Ellicott City, Maryland 21042**
410-750-8532 (home - day) **410-262-1798 (cell - evening)**

RESUMÉ

Position Applying For: Chair, Montgomery County Planning Board

Employment History

09/2003-02/2006 **Director, Air and Radiation Management Administration**
Maryland Department of the Environment
1800 Washington Boulevard
Baltimore, Maryland 21230
Salary: \$102,000/year
May Contact: Kendl P. Philbrick, Secretary of the Environment, 410-537-3084, kphilbrick@mde.state.md.us

General Administrative Responsibilities

- Directed a staff of 182, divided into six (6) programs, charged with developing strategic plans, writing permits and enforcing regulations to meet national air quality standards and minimize exposures to asbestos and radiation in the State of Maryland
- Managed \$13.5 million annual budget from five (5) distinct funding sources that consistently received a satisfactory audit report
- Sponsored a two-year, thorough, detailed performance audit of all six programs in the Air and Radiation Management Administration that resulted in the rationalization of a seventh program area (Asbestos and Industrial Hygiene Program) under the wing of the Compliance Program, realigned other staff to better serve the Administration's missions and memorialized performance and productivity metrics and good management practices – this process was embraced by the Secretary of the Environment for broader dissemination to other media (Waste Management Administration, Water Management Administration, Technical and Regulatory Services Administration)

Departmental Representative on External Work Groups

- Served as the Department's representative on various interstate and inter-jurisdictional committees:
 - Baltimore Regional Transportation Board, including elected officials of the six jurisdictions in the Baltimore area and other state agencies
 - Interstate Air Quality Council, serving with the Secretary, and the Metropolitan Washington, DC Air Quality Committee – an organization of local elected officials, to coordinate interstate air quality planning and strategies in the Washington, DC metropolitan area

- Served with the Secretary of the Environment on the Ozone Transport Commission -- a 13-state consortium authorized by the Clean Air Act to address the impact of interstate transport of pollution on states' ability to meet federal standards
 - Developed a multi-pollutant (NO_x, SO₂, mercury, greenhouse gases) position on power plant controls
 - Developed a suite of control strategies that member states will adopt to meet the NAAQS due in 2010
 - Initiated a successful collaboration with Midwest states to develop common control strategies to meet respective NAAQS obligations in 2010
- Served on the Board of Directors of the Mid-Atlantic Regional Air Management Association, and on the Board of Directors of the Mid-Atlantic/Northeast Visibility Union, concerned with reducing regional haze and its impact on visibility and other impacts
- Served as the State Liaison Officer with the Nuclear Regulatory Commission for all matters related to radiation security in the State of Maryland
- Represented the Secretary on the Environmental Council of the States (ECOS) and developed the organization's multi-pollutant position on power plants in record time
- Served on the Governor's Work Group on chicken litter-to-energy work group that evaluated three processes -- Fibroshore®, Perdue AgriCycle®, and Allen Foods -- for commercialization and State government support on the Eastern Shore, MD
- Served as the Secretary's representative on the interagency work group charged with implementing the provisions of Maryland's new biodiesel incentives and promotion law

Business Development

- Worked with Assistant Secretary Bob Hannan, Maryland Department of Business and Economic Development (DBED) to transfer emission reduction credits (ERCs) worth \$17 million to support expense of electricity connections for new Dreyer's Ice Cream plant in Howard County
- Provided air quality input to joint DBED/MDE collaboration on development of Base Realignment and Closure (BRAC) relocations for Maryland military installations
- Worked collaboratively with Maryland Department of Transportation Office of Capital Planning and Programming to address federal transportation conformity obligations for new highway infrastructure
- Carefully managed business interests, represented by Maryland Chamber of Commerce, individual company representatives and their counsel, on legislation pending before the Maryland General Assembly concerning power plant and motor vehicle emissions
- Created outreach one-day seminars on Administration's air regulations directed at selected business sectors, and participated with the Secretary of the Environment and DBED officials in business outreach efforts to Western Maryland, Southern Maryland and Eastern Shore

Grants and Budget Management

- Managed, held direct accountability and instituted best management practices metrics and controls for \$3.5 million/year in federal grants from Sections 105, 106 and 111 (Clean Air Act) grants from EPA-Region III -- implemented procedures, methods and protocols

to comply with new PPA and PPG grants administration and accountability agreements between the State of Maryland and EPA

- Managed and implemented best management practices metrics for \$3.3 million/year in reimbursable funds and special funds collected from other state and federal agencies, \$1.2 million/year in state general funds and \$5.5 million/year in revenues from collection of permit/license fees and enforcement penalties
- Applied best management techniques and principles of Maryland Management for Results (MMFR) program – similar to federal GPRA – to ensure that resource allocation and work product outputs were delivering outcomes to satisfy Administration's mission goals
- Collaboratively directed \$2 million/year Power Plant Research Program with the Maryland Department of Natural Resources, and targeted \$500,000/year in research grant funding directly from Administration resources to the University of Maryland and Penn State University to document the sources and identify the impact of interstate pollution transport – developed and implemented accountability frameworks for funds disbursed to ensure that policy goals were being met by grant deliverables
- Distributed over \$1 million in grants to support emissions control technology installations on buses and trucks, including a novel application at landfills and road construction sites
- As a member of the Ozone Transport Commission, the Mid-Atlantic Regional Air Management Association, and the Mid-Atlantic/Northeast Visibility Union, allocated research grants to universities to provide technical and analytical policy studies to illuminate strategic action plans

Program Management

- Directed the development of state implementation plans (SIPs) to attain national ambient air quality standards (NAAQS) for ozone, fine particulate matter and regional haze
 - Developed a final set of regulations for industrial categories, consumer products, paints and coatings and power plants
 - For the first time ever, reached attainment of the ozone NAAQS in the Washington, DC area (and just missed by one air monitor violation in Baltimore)
 - EPA recognized achievements in meeting NAAQS by improving Maryland's nonattainment classification for new NAAQS due in 2010
- Managed a network of over 200 real-time air monitors to measure compliance with the NAAQS
- Directed the issuance of 11,000 annual air permits and caught up on the backlog of major source Title V (Clean Air Act) permits caused by the state legislature's resistance to conform to EPA requirements
- Directed the air and asbestos enforcement activities of the Administration emphasizing a balance between enforcement penalties and compliance assistance outreach – penalties collected average \$400,000 per year
- Directed the Radiological Health Program charges with administering 4,000 X-ray machine licenses (eliminated backlog through staff realignment) and 500 source licenses, collecting penalties averaging \$200,000 per year, as well as playing a pivotal role in interstate emergency exercises for the two nuclear power plants that serve Maryland

- Directed the Mobile Sources Program which performs test equipment audits and engineering modeling for the Maryland Vehicle Emission Inspection Program and manages the State's alternative fuels program – distributed over \$1 million in grants to support control technology installations on buses and trucks, including a novel application of biodiesel at the Baltimore City landfill

Public Affairs

- Served as the Department's and Administration's chief spokesperson on air issues in testimony before State legislative committees and in TV, radio and press interviews, exercising considerable persuasive oral and written communications skills
- Planned and staffed three Governor's press conferences, coordinating with Governor's Communications Office on choice of venue, invitees, script, press kits, and follow-ups
- Planned and staffed three press conferences where EPA-Region III Administrator awarded Maryland Secretaries of Environment and Transportation funding for diesel retrofits and purchase of ultra-low sulfur diesel fuel
- Collaboratively planned miscellaneous press conferences with multi-state organizations and Secretaries of the Environment from those states
- Coordinated the extremely rare joint testimony of the Secretaries of the Environment, Transportation and Economic and Business Development before several legislative committee and subsequent media coverage
- Developed an integrated communications plan and public affairs campaign on key air quality issues affecting power plants and motor vehicles
- Managed several websites, including air-watch.net, to disseminate air quality information to the general public
- Planned specialty events -- gasoline can replacement, lawnmower rebates -- to directly engage the public in personal activities to reduce emissions
- Proactively developed annual "state of the air" report, and similar reports for asbestos and radiological health to keep key decision-makers and the general public aware of key policy issues
- Invested \$200,000 in promotional and outreach materials to support the Vehicle Emissions Inspection Program (VEIP)

01/1992-08/2003

Project Coordinator/Manager

Argonne National Laboratory

490 L'Enfant Plaza North Suite 600

Washington, DC 20024

Salary: \$96,000/year

May Contact: Thomas Wolsko, Division Director, Decision and Information Sciences (DIS), 630-252-3733, tdwolsko@anl.gov, or David Streets, Group Leader, DIS, 630-252-3448, dstreets@anl.gov

Grants Management

- Held direct responsibility and accountability for management of program/project budgets of \$350,000/year (1992-1995), \$850,000/year (1996-2000), and \$450,000/year (2001-2003)

- Worked collaboratively with various universities – University of Chicago, University of Tennessee, University of California – Berkeley – and various national laboratories – ORNL, NREL, PNNL, LLBL – on a variety of national priority policy programs
- Played an integral role in the annual GPRA exercises with DOE's Office of Advanced Automotive Technologies and Office of Heavy Vehicle Technologies

Interagency and Stakeholder Group Coordination

- Served as principal staff to the interagency (USDA, DOE, EPA, Interior, Office of the Federal Environmental Executive) work group on the development of preferred procurement for biobased products – exercised strong communication skills to guide work group toward productive consensus on USDA regulations for all federal agencies program
- Chaired the DOE National Alternative Fuels Education Program committee representing technical experts from various alternative fuels including agricultural-based ethanol and biodiesel – utilized communications skills to overcome significant early dissent and outright competition between various stakeholders to establish a national focus, theme and message for the program

Technical and Economic Studies

- Served as the project manager for a series of published studies of the impact of mercury emissions and air toxics emissions from power plants for DOE's Office of Policy and International Affairs and Office of Fossil Energy
- Conducted analytical studies of military toxins incinerators, air toxics compliance strategies for DOE facilities, and penetration of alternative fuel vehicles in the federal fleet
- Directed a Delphi study across six (6) energy intensive industries of the impact of a national climate change program – this study became the basis for Sen. Robert Byrd's "amendment" which passed the Congress unanimously and forbade the United States from entering into the Kyoto Treaty until developing countries, e.g., China, India were also signatories to the treaty

Outreach and Marketing Programs

- Developed interactive website platforms and integrated and leveraged derivative materials (brochures, guidebooks, case studies) for National Alternative Fuels Education Program
- Managed national technical outreach campaigns for DOE's Office of Advanced Automotive Technologies and Office of Heavy Vehicle Technologies, invoking a variety of communications techniques and opportunities across a broad spectrum of media – pamphlets, guidance documents, websites, computer programs

03/1990-01/1992 **State Liaison/Representative**
American Petroleum Institute
1220 L Street, NW
Washington, DC 20005
Salary: \$65,000/year
May Contact: Mark Meteyer, State Relations Director, 202-682-8000

Executive Work Group Coordination

- Served as staff to the Vice President, Government Relations, serving on the Eastern States Petroleum Advisory Group, an association of petroleum company presidents and vice presidents addressing other states' adoption of California's Low Emission Vehicle Standards – exercised considerable communications skills to help guide high-level executives' strategic action plans

Technical Analyses

- Conducted analyses and participated in negotiations between member companies and state agencies on air toxics and benzene state regulations

02/1978-03/1990 **Program Manager, Mobile Sources**
Air Management Administration
Maryland Department of the Environment
2500 Broening Highway
Baltimore, Maryland 21224
Salary: \$58,000/year *Hours per Week:* 35.5
May Contact: Martin W. Walsh, Jr., (former) Secretary of the Environment, 301-670-3303, marty_walsh@urscorp.com

Program Management

- Developed and managed the Maryland Vehicle Emissions Inspection Program (VEIP)
 - Managed two divisions providing engineering and database management – processed 2 million records/year – and system audit – inspected 2,000 facilities/year – functions
 - Developed the centralized inspection program from the ground up, in collaboration with the Maryland Department of Transportation
 - Testified before State legislative committees and conducted public outreach program to calm controversy over adoption and implementation of this federally-mandated program
 - Served on Governor's Blue Ribbon Panel, with state legislators, to develop the structure of the VEIP
- Developed an emerging alternative fuels program for compressed natural gas and propane, focusing on fleets, which became the prototype for programs under the Energy Policy Act of 1990

Budget, Grants, Contract and Resource Management

- Managed an annual budget of 1.2 million that consistently was within budget, supplying sufficient, but not excessive, carryover into the next fiscal year
- Let a \$96 million contract for system operation of the VEIP formulated from an interagency technical panel review
- Designed a centralized inspection system including state-of-the-art telemetry with station equipment
- Secured \$500,000 in EPA grants to conduct anti-tampering and misfueling investigations and public outreach programs

National Conference Host

- Hosted the 1986 North American Motor Vehicle Emission Control Conference in Baltimore, including utilization of significant communications and planning skills to secure speakers, manage conference operations and publish conference proceedings

Education

B.A., Chemistry, University of Maryland, Baltimore County, Baltimore, Maryland 21250, 05/1977, 133 semester hour credits

M.S., Chemical Engineering, University of Maryland, College Park, College Park, Maryland, 20742, 06/1985, 79 semester hour credits

M.B.A. (concentrations in finance, marketing and public policy), University of Maryland, College Park, 12/1985, 103 semester hour credits

Numerous courses, but no degree in Masters of Public Policy, School of Public Policy, University of Maryland, College Park, College Park, Maryland 20742, 08/1984-1992, 45 semester hour credits

{Available transcripts provide details of course credits earned}

Transcripts and Other References Available Upon Request